Inclusion Measurement Framework

2025 Report and Recommendations

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Inclusion within the Energy and Utilities Sector

Foreword Paul Cox | Group Chief Executive

I am pleased to introduce the 2025 Inclusion Measurement Framework, now in its sixth year of supporting the energy and utilities sector to better understand equity, diversity and inclusion within its workforce. The framework provides participating employers with a longitudinal evidence base to help inform decisions about workforce attraction, development and progression.

The Inclusion Measurement Framework provides the sector's only longitudinal evidence base tracking workforce inclusion and social mobility across energy, water, and waste. By gathering comparable workforce and recruitment data each year, it enables the sector to track progress over time and focus action where change is most needed.

This year's report draws on insight from 26 participating organisations representing a sample of more than 150,000 employees across the sector. While the data reflects the experience of participating employers rather than the entire workforce, it provides a valuable picture of current trends and helps identify where progress is being made and where further attention is required. As such, the findings provide an evidence base that helps the sector understand both areas of progress and the structural barriers that remain.

Leadership commitment to inclusion is high and we know that many of our members are taking a proactive, innovative and sustained approach to improving the representation of their workforce.

This commitment has led to measurable progress in some areas. The proportion of women in leadership roles has increased from 28.9% in 2024 to 33.6% in 2025, representing the most significant improvement since the framework was first introduced. At the same time, wider workforce representation has remained relatively stable. This suggests that further sustained effort will be required to ensure that recruitment and progression pathways support long-term change.

In contrast, the data on the appointment of ethnic minority candidates shows that further progress is needed. Ethnic minority candidates represent the largest group at the application stage, yet their representation declines at each stage of the recruitment process and they become a small minority among those ultimately recruited.

The 2025 sample also highlights a similar pattern in management recruitment. While candidates begin the process at broadly comparable levels of representation, by the point of appointment ethnic minority representation falls to a small minority, while White or White British candidates make up the clear majority of those appointed.

One of the clearest findings from this year's data is the continued challenge of incomplete diversity information. Large proportions of employees still choose not to disclose characteristics such as disability, ethnicity or sexual orientation. High levels of undeclared data limit the sector's ability to understand where barriers may exist and reduce the effectiveness of benchmarking across organisations. Building confidence in data collection and explaining how this information contributes to fairer systems will therefore remain an important priority.

As the framework reaches its sixth year, it is also the right moment to consider how it should evolve. The early years of the Inclusion Measurement Framework were focused on establishing consistent measurement across the sector. The next phase should increasingly focus on translating insight into practical action.

For that reason, the report sets out three sector goals for the year ahead. These include increasing participation in the Leadership Survey, improving the completeness of workforce data, and undertaking a formal review of the framework itself to ensure it continues to deliver practical value for employers. The aim of this review will be to strengthen how insight from the framework supports organisations to continuously improve recruitment, progression and retention practices and outcomes.

The energy and utilities sector faces significant workforce demand as the UK pursues its ambitions for clean energy, resilient water infrastructure and environmental sustainability. Meeting that demand will require the sector not only to grow its workforce but also to broaden it, attracting talent from a wider range of backgrounds and experiences.

The Inclusion Measurement Framework will continue to play an important role in supporting that ambition. Energy & Utility Skills remains committed to working with employers, partners and governments across all four nations to strengthen the evidence base and support meaningful progress in social inclusion across the sector.

Paul Cox
Group Chief Executive
Energy & Utility Skills Group

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Executive Summary

In 2025, the sixth year of the Inclusion Measurement Framework (IMF), energy and utilities employers have continued their commitment to understanding and improving equity, diversity and inclusion (EDI).

The 2025 report presents insights drawn from 26 participating organisations representing a sample of more than 150,000 employees. The data indicates a workforce and leadership profile that remains less representative than the UK working population. Participation in the IMF has fluctuated, with a low of 23 participating employers in 2022 and a high of 31 in 2023. This fluctuation is not considered a reflection of the sector's commitment to EDI. Nearly 90% of leaders responding to the Leadership Survey agree or strongly agree that they personally ensure EDI is prioritised at executive level.

This report uses compiled sample data to show representation across key areas, including overall staff, leadership, recruitment, progression and retention. Where possible, it offers comparisons over time.

Key Data Insights

- Men make up around two-thirds of employees (66.8%), and White/White British employees represent 62.8% of the workforce.
- Leadership teams show modest improvement in gender representation but remain less representative in other areas. Women now hold 33.6% of leadership roles, up from 28.9% in 2024. Ethnic minority leaders account for 8.8%, and many leaders come from more advantaged socioeconomic backgrounds.
- Disability respresentation remains low at 4.3%. More than half of staff chose not to disclose disability status, which may suggest that trust and psychological safety require attention. High levels of non-disclosure across diversity categories create an incomplete picture and make it difficult to identify where barriers may exist.
- Promotion trends are mixed. Women are advancing into leadership at slightly higher rates than their workforce representation. For ethnic minorities, progression into leadership roles remains low at 10.2%, despite a modest increase from the previous year.
- The sample data indicates a potential narrowing of diversity at successive stages of hiring and promotion, suggesting that recruitment and progression processes may benefit from closer examination.

Recommendations

A focused path forward is required. Three sector goals are recommended for 2026.

First, increase participation in the Leadership Survey by 50% to strengthen the quality, credibility, and representativeness of leadership insight.

Second, reduce undeclared or unknown data across key characteristics by 10% to improve the accuracy and usefulness of workforce analysis.

Third, a formal review of the Inclusion Measurement Framework is recommended to ensure it remains fit for purpose and supports a transition from measurement to implementation. This review should assess participation levels, survey design, data quality, and the practical usefulness of outputs for employers. It should also identify how the IMF insight can better support organisations to take action, including the development of implementation guidance, benchmarking, and the sharing of practices that demonstrably improve representation, progression, and retention.

Leadership

Senior leadership engagement is essential to strengthening the value of the Inclusion Measurement Framework. Increasing participation in the Leadership Survey will improve the quality and representativeness of the evidence base and enable deeper insight into how inclusion is experienced at executive and senior management levels.

Within the Energy & Utility Skills Partnership Skills Strategy 2025 – 2030, sector CEOs have committed to improving the collection and use of social inclusion data through the Inclusion Measurement Framework. Alongside this commitment to prioritising EDI, more than 97% of leaders also report that commitment to EDI is a behavioural expectation in leading their business, a figure that has improved year-on-year.

Greater leadership participation will also enable stronger alignment between workforce insight and sector skills priorities, helping organisations address workforce attraction, development, and progression challenges. Visible leadership commitment remains a key driver of meaningful engagement with the framework and its continued improvement.

Data

Improving the quality and completeness of workforce data is essential to better understand representation and identify where barriers may exist.

High levels of undeclared or unknown data currently limit the ability to draw accurate conclusions in several areas. Reducing undeclared data by 10% will improve the reliability of analysis and provide a clearer picture of workforce diversity across the sector.

Achieving this requires organisations to build trust and transparency around data collection. Employees need to understand how information is used, how confidentiality is protected, and how better data contributes to fairer systems and improved organisational outcomes.

Alongside improving disclosure rates, organisations should continue to strengthen the consistency of workforce data collection and reporting. Further disaggregation of data related to right to work and nationality would help provide clearer insight into recruitment pipelines and potential barriers within hiring processes.

Review

As the Inclusion Measurement Framework enters its seventh year, a formal review will be undertaken to ensure it remains effective and continues to deliver value to participating organisations and the wider sector.

The review will assess participation levels, survey design, data quality, and the practical usefulness of outputs for employers. It should also consider how IMF insights can better support organisations to translate measurement into action.

The next stage of development could move beyond reporting disparities to supporting practical implementation. This may include clearer benchmarking for employers, guidance on improving recruitment and progression outcomes, and stronger mechanisms for sharing effective practice across the sector.

By strengthening the link between measurement and implementation, the IMF can continue to evolve as a tool that not only identifies workforce challenges but also better supports the sector in making measurable progress.

Conclusion

After six years of data collection, the next phase of the Inclusion Measurement Framework will focus more on translating insight into practice change across recruitment, progression, retention, and leadership representation.

Introduction

For the past six years, Energy & Utility Skills has partnered with The Equal Group to collect data on equity, diversity and inclusion (EDI) across the energy and utilities sector. The Inclusion Measurement Framework provides an overview of representation within the sector, both as a total workforce and within specific areas and activities

Advancing EDI is a critical business imperative for the energy and utilities sector, directly tied to its operational resilience and long-term viability. As the UK prepares for its largest infrastructure build in nearly a century, the sector faces an unprecedented skills challenge, with Energy & Utility Skills' workforce research forecasting a requirement to fill more than 312,000 new roles by 2030.[1] In an era where talent is a primary differentiator, a demonstrably inclusive culture is essential to attract, develop, and retain a diverse talent pool.

The data provided in this year's Inclusion Measurement Framework (IMF) report represents an average across the 26 organisations that submitted data last year (2025). These companies range in workforce size from less than 100 to more than 10,000. Representing a sample of more than 150,000 employees working within the various industries of the energy and utilities sector across the United Kingdom (UK). Based on Energy & Utility Skills Workforce Estimates[2] this represents more than 20% of the sector's workforce.

Together, the IMF and Leadership Survey combine workforce data from participating organisations with leadership insight. This provides an evidence base to inform decision making, identify emerging trends and support the development of future talent across the sector.

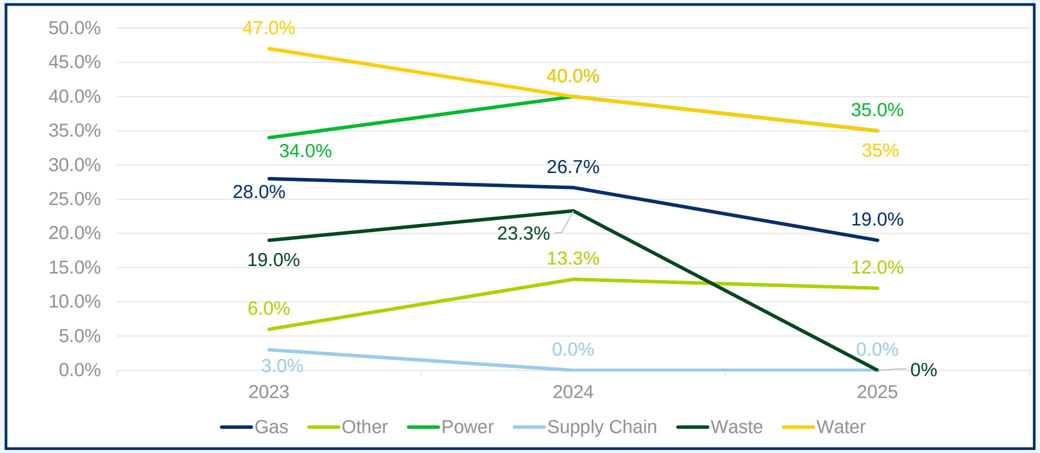
The industry table on the next page indicates the number of submissions from organisations working within each industry. Organisations self-selected their industries based on their operational footprint.

1 Energy & Utility Skills Partnership Skills Strategy 2025 – 30

2 Energy Utilities Workforce Demand Estimates 2024 – 30

2023, 2024 and 2025 submissions by industry[3]

Industry	Submissions 2023	Submissions 2024	Submissions 2025
Gas	9 (28%)	8 (26.7%)	**5 (19%)**
Other[4]	2 (6%)	4 (13.3%)	**3 (12%)**
Power	11 (34%)	12 (40%)	**9 (35%)**
Supply Chain	1 (3%)	0	**0**
Waste	6 (19%)	7 (23.3%)	**0**
Waste Only	1 (3%)	1 (3%)	**0**
Water	15 (47%)	12 (40%)	**9 (35%)**
Water Only	9 (28%)	6 (20%)	**4 (15%)**
Water and Waste	5 (16%)	6 (20%)	**5 (19%)**
Total	32	30	**26**



Underpinning the sector's Inclusion Commitment[5], the IMF systematically collates and analyses EDI data across the employment lifecycle from recruitment through to progression.

As with previous years, data has been gathered across six areas: Gender, Ethnicity, Age, Disability, Sexuality and Religion. Where appropriate (and possible), we have provided year-on-year comparisons to illustrate any trends in the data. Where appropriate the report also provides external benchmarking.

The supporting Leadership Survey captures the strategic priorities, perceptions, and sentiments of senior executives within the sector.

Notes on data

Some graphs use aggregated data that combines more than one category, while the corresponding table provides further detail through the disaggregation of all categories.

Most tables include 2020 data (from the start point of the Inclusion Measurement Framework) and then the latest three years of data, i.e. 2023 – 25.

Data in 2020 was, in the main, rounded to the nearest whole figure; in subsequent years it has been given to one decimal place.

3 There is some overlap between industries due to some companies operating across multiple industries. The percentages in the table are, therefore, indicative.

4 For 2023 and 2024, the 'Other' category includes trade associations.

5 Inclusion Measurement Framework

Workforce Demographics – Overall Sector

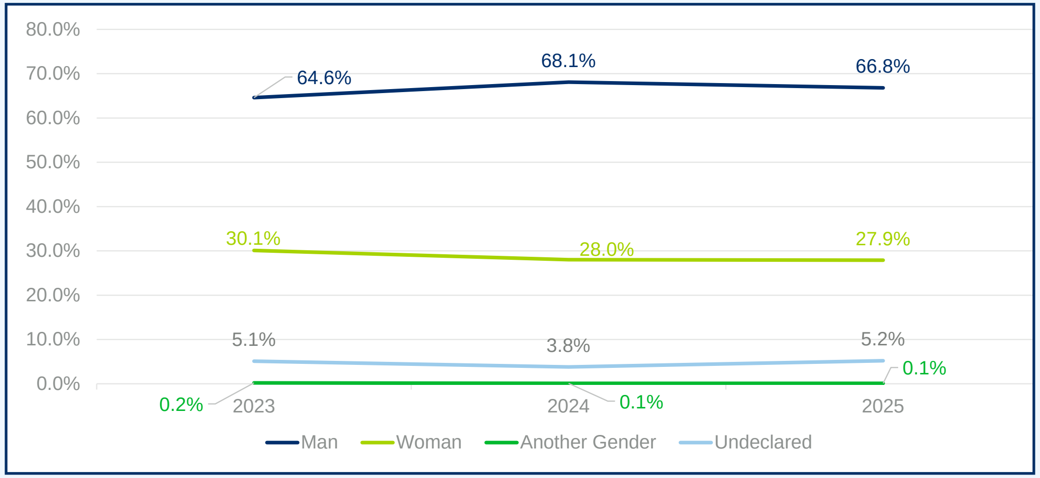
Gender

Individuals identifying as “man” continue to make up the majority of the sector’s workforce.

The figures for women in 2025 remain largely unchanged from 2024, showing a marginal decrease of 0.1%, from 28.0% to 27.9%. Individuals identifying as Another Gender (i.e. Non-Binary, Transgender and Other) consistently remain the minority, with low levels of representation and unchanged year-on-year.

The undeclared category for gender has fluctuated over the three-year period, increasing from 2.9% in 2022 to 5.1% in 2023, then decreasing to 3.8% in 2024 before rising again to 5.2% in 2025.

As of 2025, women comprise approximately 27% to 29% of the core STEM workforce in the UK[6], a figure that remains significantly lower than the 48% female representation seen in the wider UK workforce[7]. While specific sectors like science professionals show higher parity (47.5%), critical utility-related fields such as engineering (16.9%) and IT (20.2%) continue to experience substantial gender under-representation[8].



Gender	2023	2024	2025
Man	64.6%	68.1%	**66.8%**
Woman	30.1%	28.0%	**27.9%**
Another Gender[9]	0.2%	0.1%	**0.1%**
Undeclared	5.1%	3.8%	**5.2%**

6 [WISE Campaign (2024). Workforce Data: Statistics for Women in STEM].

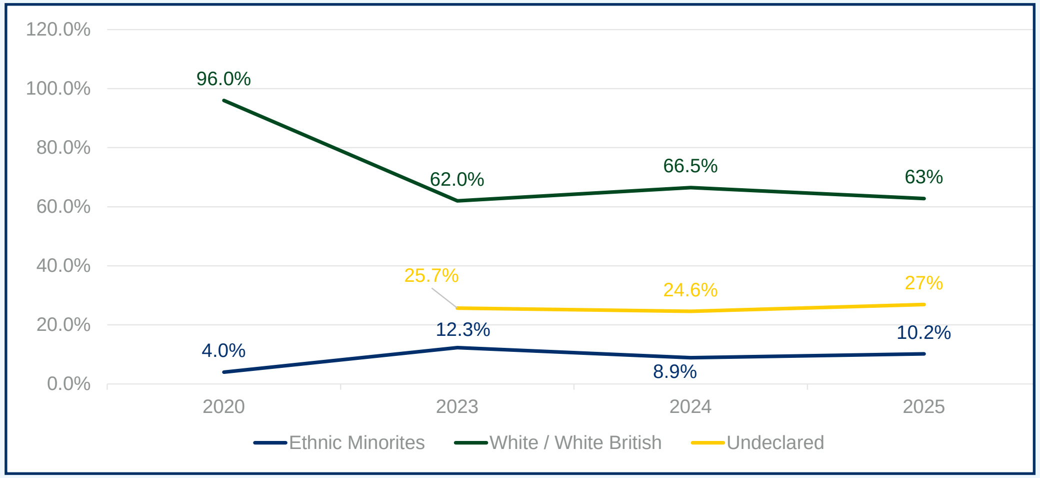
7 **Office for National Statistics (ONS) (2024). Annual Population Survey: Employment by occupation and sex, October 2023 to September 2024.**

8 [EngineeringUK (2025). Engineering and Technology Workforce].

9 **Non-Binary / Transgender / Other**

Ethnicity

Although representation of individuals from ethnic minority backgrounds reduced from 12.3% in 2023 to 8.9% in 2024, in 2025 there has been a 1.3% increase. The majority of the growth is seen in the Asian / Asian British population, with an increase of 0.7% since 2024; other ethnic minority groups showing smaller growth (between 0.1% and 0.3%).



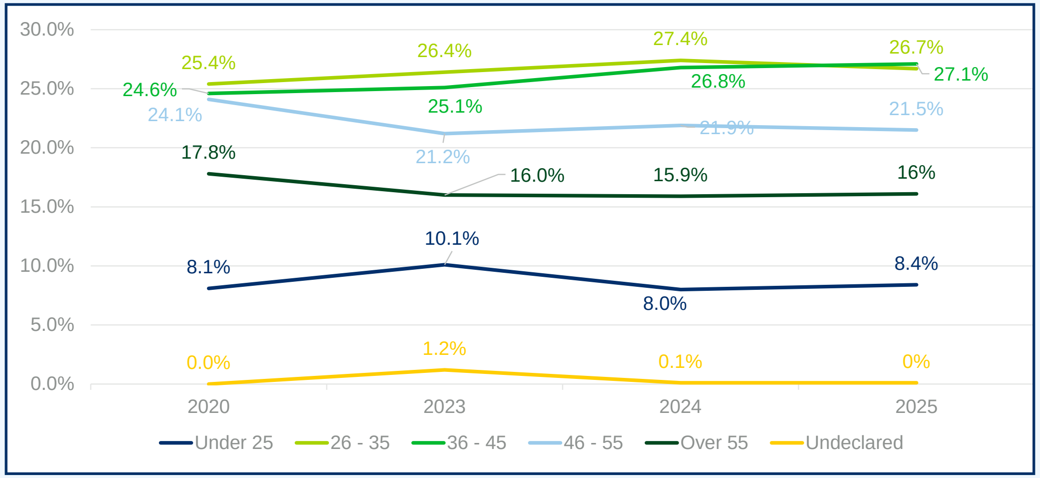
Ethnicity	2020	2023	2024	2025
Asian / Asian British	4%	12.6%	4.4%	**5.1%**
Black / Black British			2.2%	**2.5%**
Mixed Heritage / Multiple Ethnicities			1.3%	**1.5%**
Other			1%	**1.1%**
White / White British	96%	61.7%	66.5%	**62.8%**
Undeclared	–	25.7%	24.6%	**26.9%**

Age

The age profile of the sector has remained largely consistent with previous years, the most notable changes year-on-year being a marginal decrease in the 46 – 55 age group, from 21.9% to 21.5% and a further decrease for the age group 26 – 35 (27.4% to 26.7%).

Under 25s have the lowest representation of all age groups, consistently staying around the 8.0% mark each year (between 8.0% and 8.4%), with a slight increase to 10.1% in 2023. Over 55s have also seen a steady decline from 2020 to 2025 (17.8% to 16.1%)

Undeclared data for this section is relatively low year-on-year.



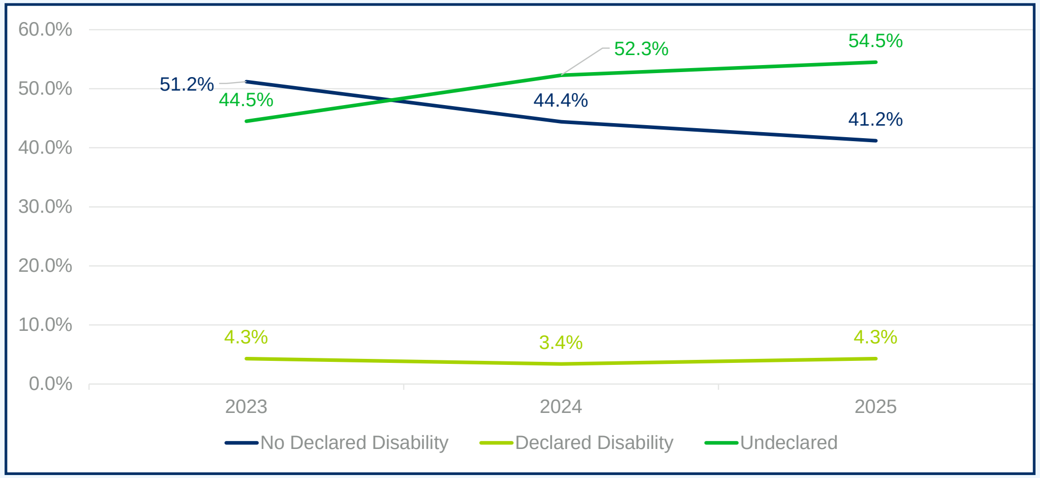
Age	2020	2023	2024	2025
Under 25	8.1%	10.1%	8%	**8.4%**
26 – 35	25.4%	26.4%	27.4%	**26.7%**
36 – 45	24.6%	25.1%	26.8%	**27.1%**
46 – 55	24.1%	21.2%	21.9%	**21.5%**
Over 55	17.8%	16%	15.9%	**16.1%**
Undeclared	0%	1.2%	0.1%	**0.1%**

Disability

The 2025 data shows a slight increase in declared disabilities, rising from 3.4% in 2024 to 4.3% in 2025. Despite this increase, the figure remains significantly lower than the estimated 24.0% of working-age adults with disabilities across the UK.[10] The proportion of employees declaring no disability has continued to fall, decreasing from 44.4% in 2024 to 41.2% in 2025.

A continued challenge is the high level of undeclared data, which has increased again from 52.3% in 2024 to 54.5% in 2025, indicating ongoing barriers or lack of confidence in sharing disability information.

Among those who do declare, small increases are seen across all categories, though each category still represents less than 1.0% of the workforce (as shown in the table below).

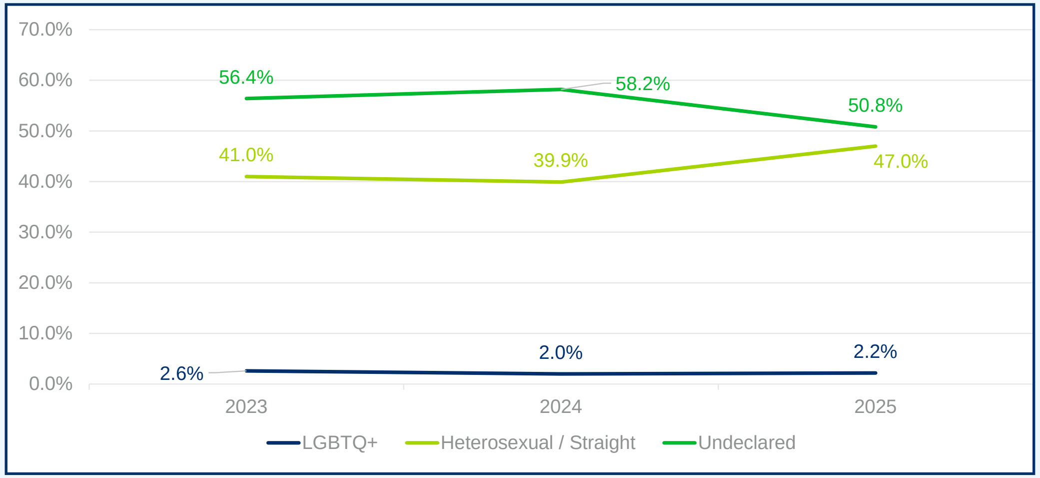


Disability	2023	2024	2025
No Declared Disability	51.2%	44.4%	**41.2%**
Declared Disability	4.3%	2.3%	**2.5%**
Physical / Visible Disability	–	0.2%	**0.4%**
Neurological Disability	–	0.4%	**0.6%**
Invisible Disability	–	0.4%	**0.5%**
Multiple Disabilities	–	0.1%	**0.2%**
Undeclared	44.5%	52.3%	**54.5%**

10 Department for Work and Pensions (2025): The employment of disabled people 2025

Sexual Orientation

For 2025, LGBTQ+ representation shows mixed changes. Heterosexual or straight representation has risen from 39.9% to 47.0%. Declared LGBTQ+ categories remain individually very small with minimal growth. LGBTQ+ representation moved from 2.0% in 2024 to 2.2% in 2025 and remains lower than reported UK workforce representation, which stands at 3.2%[11]. While notably improved year-on-year, over half of the data relating to sexuality is undeclared.



Sexual Orientation	2023	2024	2025
Asexual	2.6%	0.1%	**0.1%**
Bisexual		0.7%	**0.8%**
Gay		0.6%	**0.6%**
Lesbian		0.3%	**0.4%**
Heterosexual / Straight	41%	39.9%	**47.0%**
Other	–	0.3%	**0.3%**
Undeclared	56.4%	58.2%	**50.8%**

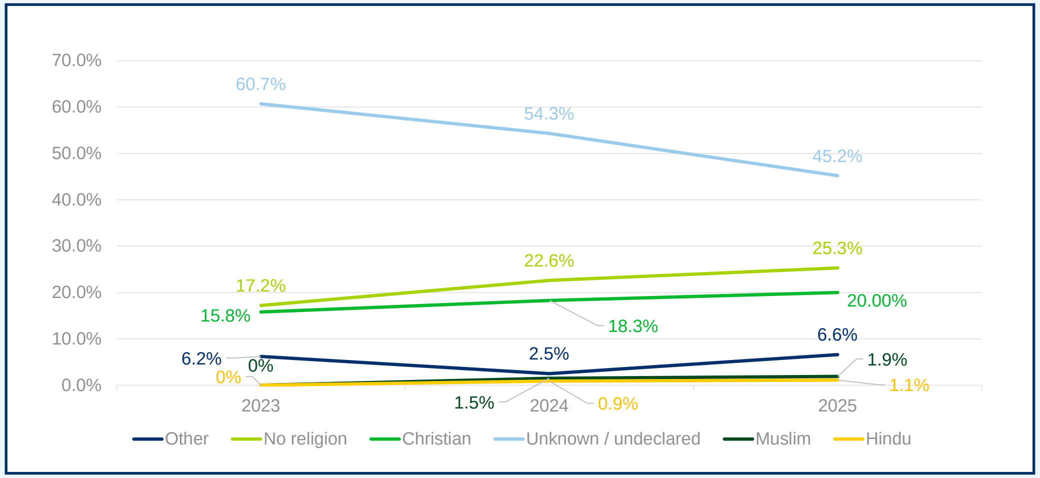
11 Sexual orientation, UK: 2020 – Office for National Statistics (ONS)

Religion

The 2025 data continues the trend toward increased disclosure, with undeclared responses decreasing from 54.3% to 45.2%.

There is sustained growth in the proportion of employees declaring no religion, which has increased from 22.6% in 2024 to 25.3% in 2025. Christian representation has also increased steadily to 20.0%.

The Other Religions* group showed slight variances beginning at 6.2% in 2023, dropping to 2.5% in 2024 then rising again to 6.6% in 2025.



***The "Other" category in the chart is made up of Buddhist, Jewish, Sikh and other religious groups.**

Religion	2023	2024	2025
Buddhist	–	0.2%	**0.2%**
Christian	15.8%	18.3%	**20.0%**
Hindu	–	0.9%	**1.1%**
Jewish	–	0.1%	**0.1%**
Muslim	–	1.5%	**1.9%**
No religion	17.2%	22.6%	**25.3%**
Sikh	–	0.3%	**0.4%**
Other	6.2%	1.9%	**5.9%**
Unknown / undeclared	60.7%	54.3%	**45.2%**

Employee Lifecycle Observations

The previous section gave an insight into the overall representation across the sector. This section aims to consider observations at a disaggregated level, identifying any trends and patterns specific to certain parts of the employee lifecycle.

Sector Leadership

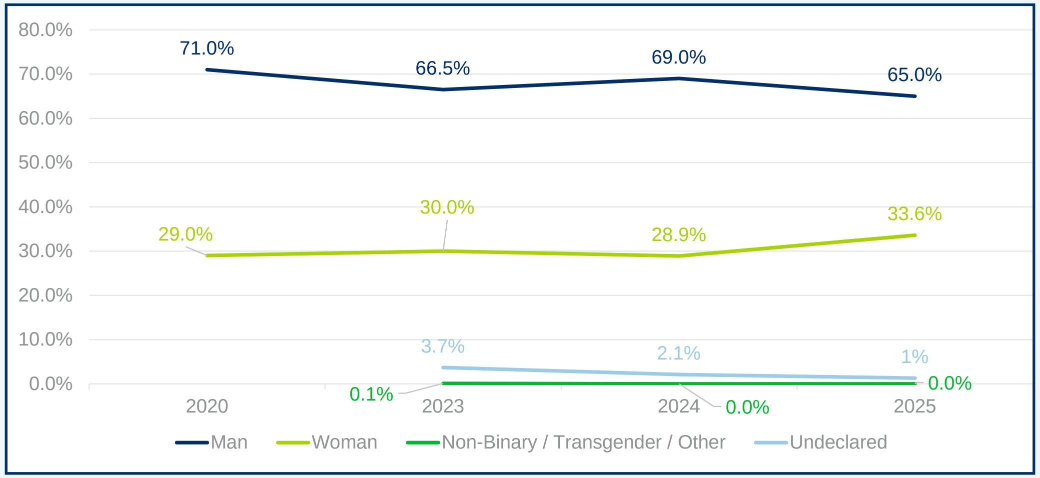
These results are taken from the Inclusion Measurement Framework (IMF) reporting submitted by organisations, therefore they may be different from the Leadership Inclusion Survey results (see page 37), where data is submitted directly by leaders themselves.

Gender

Men continue to hold the majority of leadership positions, although the proportion they occupy has decreased from 71.0% in 2020 to 65.0% in 2025.

The representation of women in leadership positions had been largely stagnant (between 28.9% and 30%), however in 2025, this representation has seen its biggest increase, with women making up 33.6% of leaders. This is in line with the 34% of leadership roles held by women reported in POWERful Women's 2025 Annual State of the Nation[12] and slightly behind the 36% reported in the 2026 FTSE Women Leaders Review[13].

Representation from Non-Binary/Transgender/Other leaders is negligible with 0.1% at its peak in 2023, there is no reported representation from this group in terms of leadership in 2025.



Gender (Sector Leadership)	2020	2023	2024	2025
Man	71%	66.5%	69%	**65.0%**
Woman	29%	30.0%	28.9%	**33.6%**
Another Gender*	–	0.1%	0.0%	**0.0%**
Undeclared		3.7%	2.1%	**1.3%**

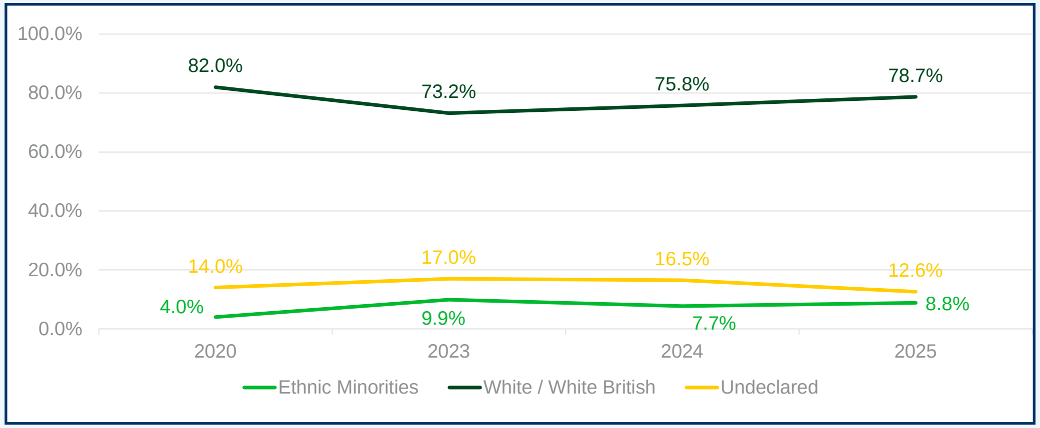
***Non-Binary / Transgender / Other**

12 POWERful Women's 2025 Annual State of the Nation

13 FTSE Women Leaders Review

Ethnicity

The data on ethnicity in sector leadership reveals significant representation of white leaders, who comprise 78.7% of the total leaders. The figures for minority ethnic groups in leadership remain low; the Asian/Asian British cohort as well as the Black/Black British group has however almost doubled. Encouragingly, there has been a decline in “undeclared” responses to 12.6% in 2025.

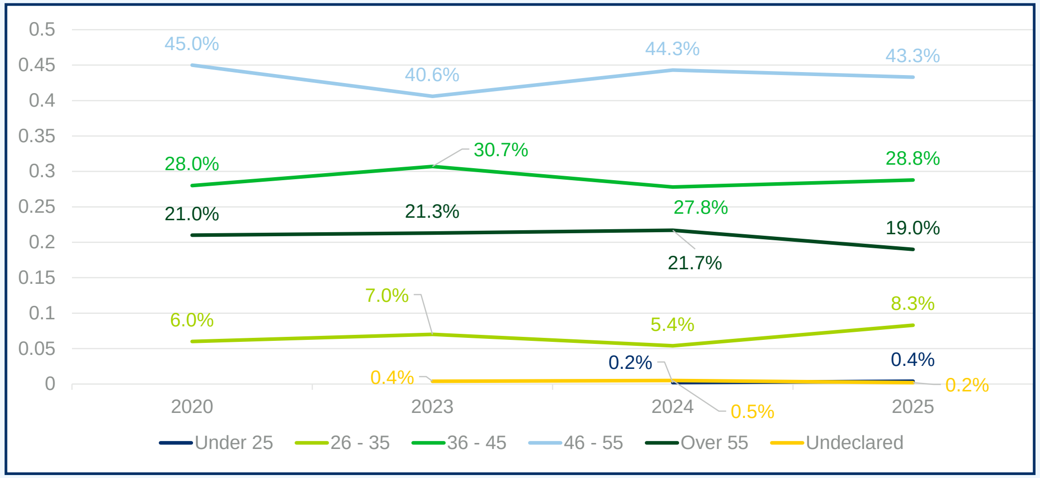


Ethnicity (Sector Leadership)	2020	2023	2024	2025
Asian / Asian British	4.0%	10.1%	3.2%	**6.1%**
Black / Black British			0.7%	**1.2%**
Mixed Heritage / Multiple Ethnicities			1.9%	**1.3%**
Other			1.9%	**0.2%**
White / White British	82.0%	72.9%	75.8%	**78.7%**
Undeclared	14.0%	17.0%	16.5%	**12.5%**

Age

As seen in previous years, the 46 – 55 age group consistently dominates leadership, representing 41 to 45%

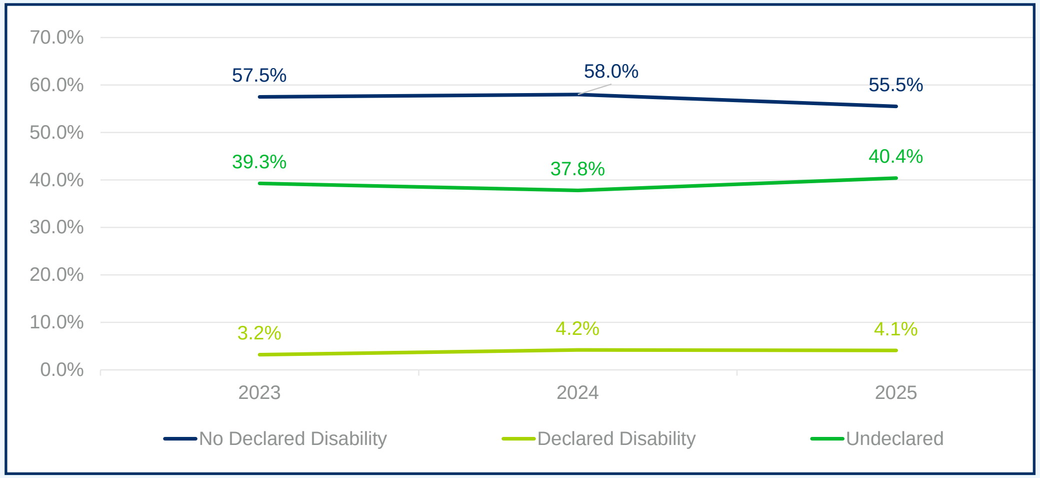
Across the years of reporting, the 36 – 45 age group is the second largest in terms of representation, around 28 to 31%, with low leadership representation of under-25s (0.4% in 2025). The over 55 group has shown stable year-on-year representation, decreasing this year to 19.0%.



Age (Sector Leadership)	2020	2023	2024	2025
Under 25	–	–	0.2%	**0.4%**
26 – 35	6%	7.0%	5.4%	**8.3%**
36 – 45	28%	30.7%	27.8%	**28.8%**
46 – 55	45%	40.6%	44.3%	**43.3%**
Over 55	21%	21.3%	21.7%	**19.0%**
Undeclared	–	0.4%	0.5%	**0.2%**

Disability

In 2025, most leaders continue to declare having no disability (55.5%). Declared disabilities dropped slightly to 4.1%, while undeclared responses increased to 40.4%. Among those who disclose, small increases are seen across all disability types, with neurological and invisible disabilities remaining the most reported.

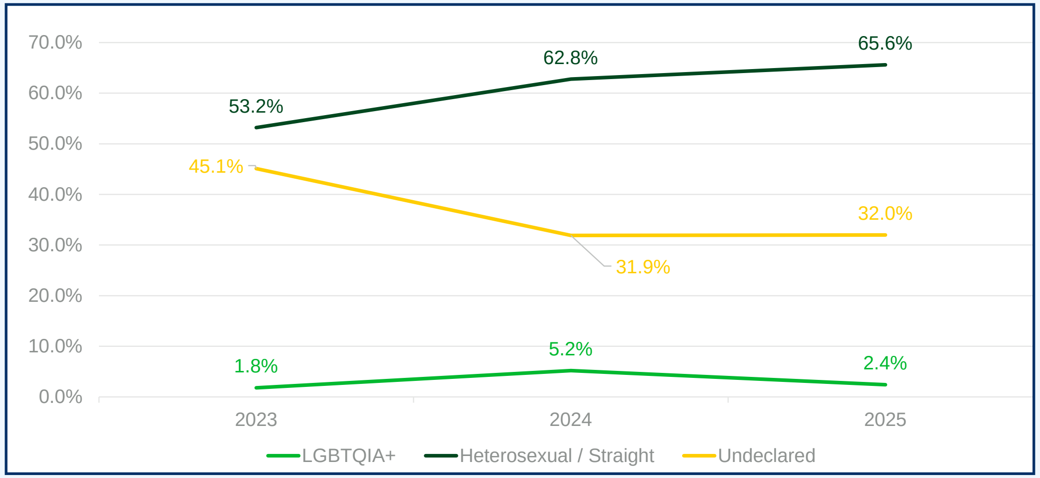


Disability (Sector Leadership)	2023	2024	2025
No Declared Disability	57.5%	58.0%	**55.5%**
Declared Disability	3.2%	3.6%	**3.1%**
Physical / Visible Disability	–	0.1%	**0.2%**
Neurological Disability		0.2%	**0.3%**
Invisible Disability		0.3%	**0.4%**
Multiple Disabilities		0.0%	**0.1%**
Undeclared	39.3%	37.8%	**40.4%**

***This figure includes the other disability categories as well as ‘Declared Disabilty’**

Sexual Orientation

Heterosexual/straight representation increased again in 2025, rising to 65.6%. Undeclared data increased marginally to 32.0% (from 31.9%) after a significant fall the previous year. LGBTQ+ representation remains low, with small changes across individual categories.

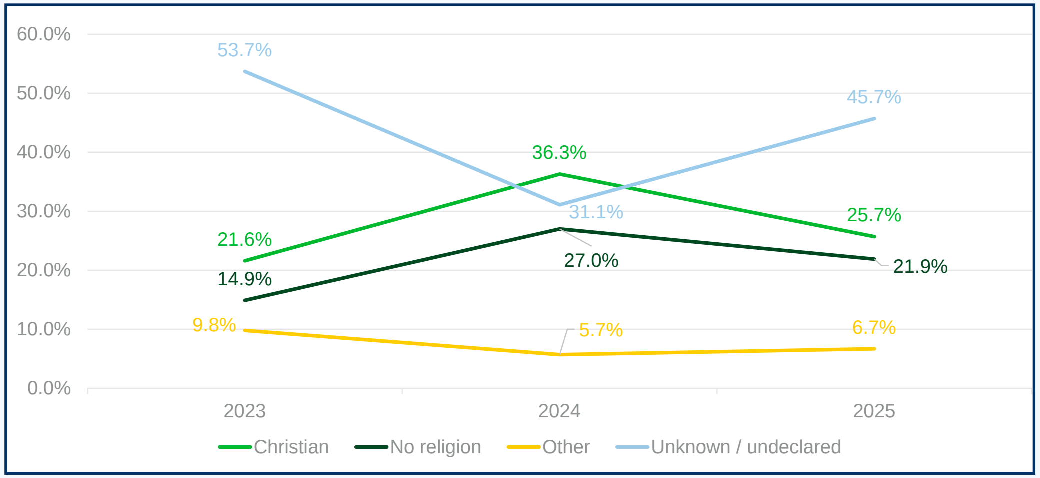


Sexual Orientation (Sector Leadership)	2023[14]	2024	2025
Asexual	1.8%	0.1%	**0.1%**
Bisexual		0.2%	**0.8%**
Gay		0.9%	**0.9%**
Lesbian		0.2%	**0.4%**
Heterosexual / Straight	53.2%	62.8%	**65.6%**
Other	–	3.8%	**0.2%**
Undeclared	45%	31.9%	**32.0%**

14 Sexual orientation data was not disaggregated in 2023's report

Religion

In 2025, Christian and "No religion" groups both decreased following sharp rises in 2024, while undeclared responses increased to 45.7%. Minority faith representation showed small increases, though overall disclosure levels are lower than in the previous year.



Religion (Sector Leadership)	2023[15]	2024	2025
Buddhist	–	0.2%	**0.2%**
Christian	21.6%	36.3%	**25.7%**
Hindu	–	0.9%	**1.2%**
Jewish	–	0.1%	**0.2%**
Muslim	–	0.6%	**1.4%**
No religion	14.9%	27%	**21.9%**
Sikh	–	0.4%	**1.2%**
Other	9.8%	3.5%	**2.5%**
Unknown / undeclared	53.7%	31.1%	**45.7%**

15 Religion data was not disaggregated in 2023's report

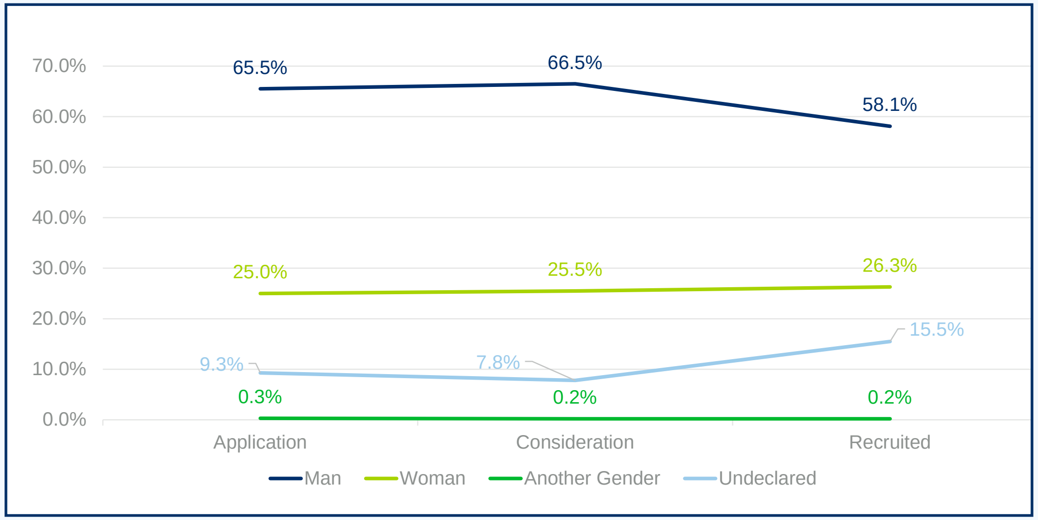
Recruitment

These results take a deeper look at recruitment data across the sector, with a view to understanding key demographic insights.

Gender

Workforce

Men consistently make up over half of applicants. Women's representation stays relatively steady throughout. Undeclared responses increase as candidates progress, rising by the recruited stage.



Cadent has been a proud participant in the IMF for the past few years, and we have found the results to be incredibly valuable for our business. The insights we have gained from the framework have helped us to better understand the composition of our workforce and how it compares to other organisations within the industry. This has been instrumental in guiding our efforts and calibrating our ambitions in the area of diversity and inclusion, ensuring they are baselined and are realistic.

We believe that initiatives like the IMF are essential for fostering a more inclusive and equitable workplace, and we are enthusiastic about continuing our participation in this important exercise.

Keri Handford
People Director, Cadent

Early Careers

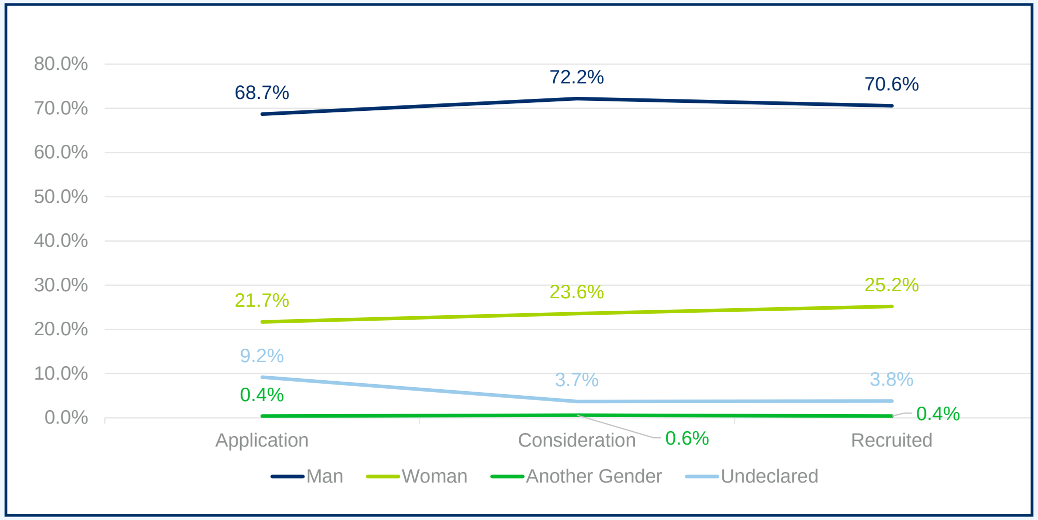
The gender mix stays stable across stages, with men consistently representing around 70% of candidates. Women candidates rise through the process to 25.2% of hires in 2025.

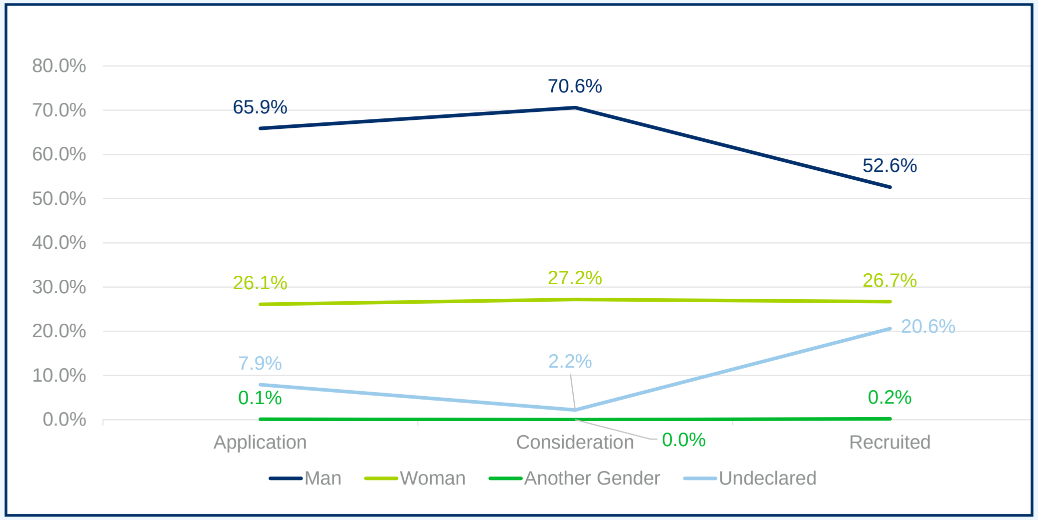
Candidates identifying as another gender form a small share of applicants and see representation increase by 0.1% between application and consideration, falling again at the hiring stage.

Management

Recruitment into management shows greater levels of representation of those who have not declared their gender towards the latter stages of the recruitment process.

Men make up the majority of management applications (65.9%) however they see a decline in final offers made, although they still account for over half of those recruited (52.6%).

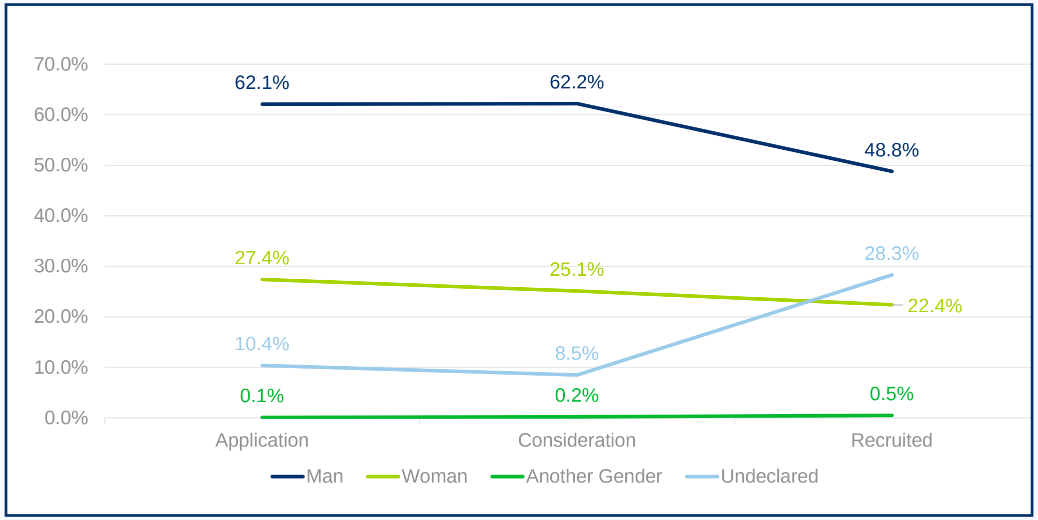




Leadership

Men make up the majority through application and consideration (their representation increases from 62.1% at application stage to 62.2% at consideration).

However, at the recruitment stage their representation drops to 48.8%. Women remain underrepresented at every stage, declining from 27.4% at application stage to 22.4% of those recruited. The undeclared group starts as the smallest applicant pool but makes up a larger proportion of the final recruits (28.3%).



Ethnicity

Workforce

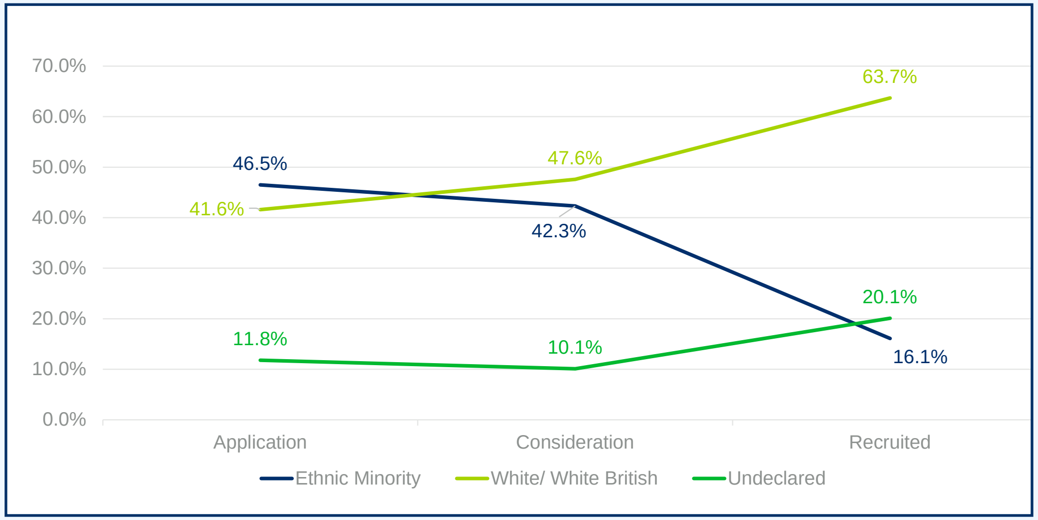
Consistent with previous years, Ethnic Minority candidates begin as the largest group at application but their representation declines at each stage, becoming a minority among those recruited, although 16.1% is equal to the estimated ethnic minority population of the UK[16].

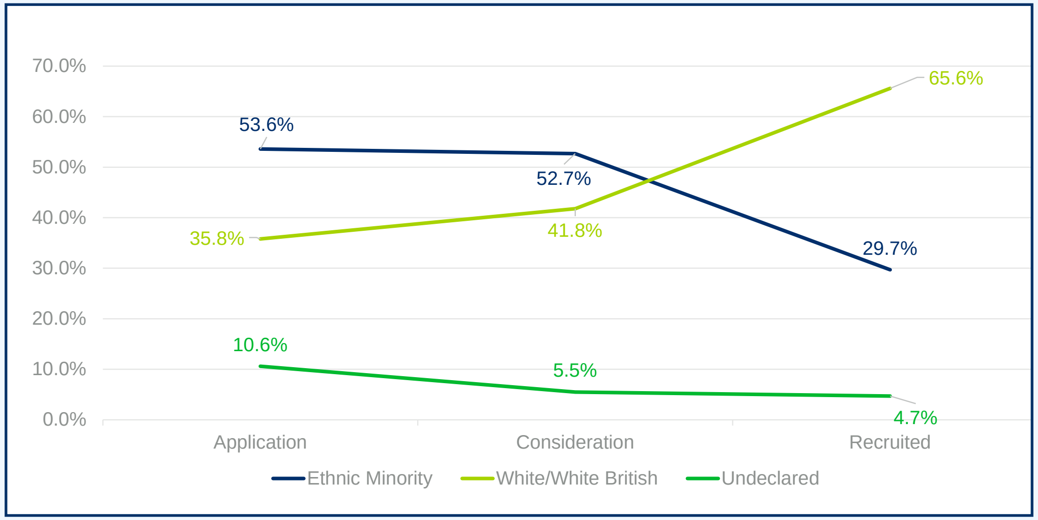
White/White British candidates increase in share through the process and make up the majority of final hires, while the undeclared group also grows steadily, forming a notable portion of those recruited.

Early Careers

Ethnic minority candidates make up the majority at the start of the early careers process (53.6% of applications and 52.7% of those considered) but fall to 29.7% of those recruited.

White/White British candidates increase from 35.8% of applications to 65.6% of recruits, indicating higher progression and success rates through later stages. Undeclared ethnicity remains a small and declining proportion throughout the process.



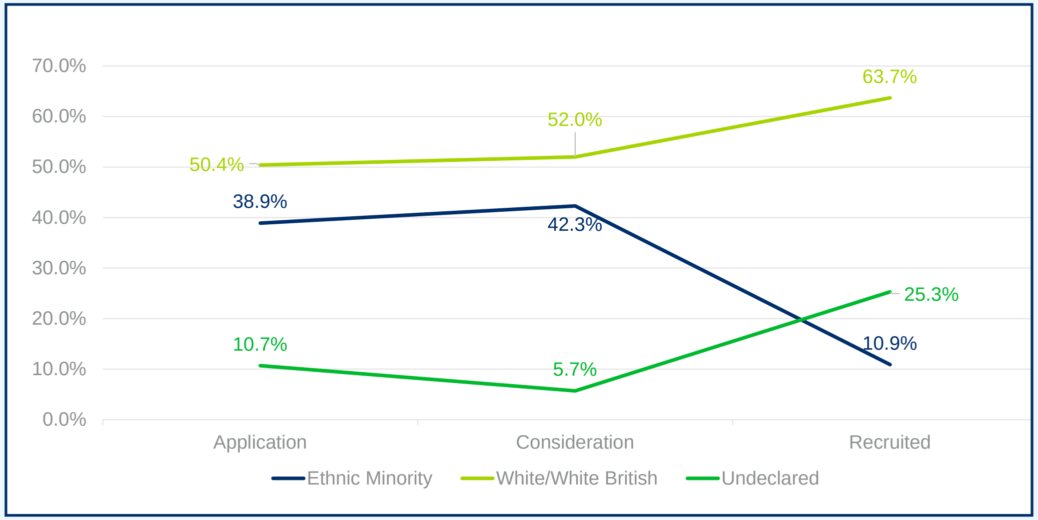


16 House of Commons Library

Management

For management roles, White/White British and Ethnic Minority candidates start at similar levels, with both increasing slightly at the consideration stage.

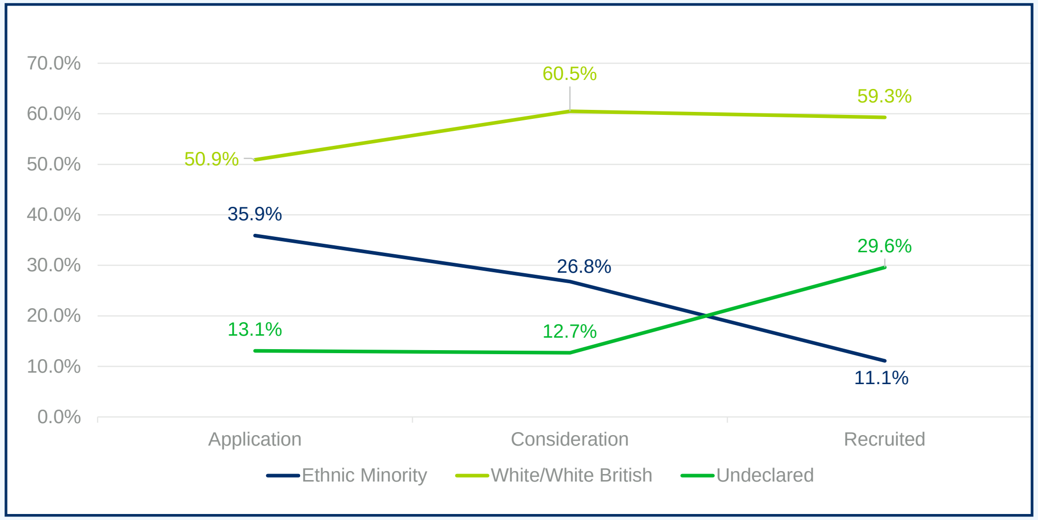
By the recruited stage, Ethnic Minority representation drop significantly, while White/White British candidates become the clear majority. The undeclared group remains small at application stage, declines at consideration but grows at hiring stage.



Leadership

For leadership roles, White/White British candidates are the majority at every stage, while Ethnic Minority candidates drop from 35.9% of applicants to 11.1% of those recruited at the final stage.

Undeclared ethnicity grows doubling from 13.1% of applicants to 29.6% of final hires.



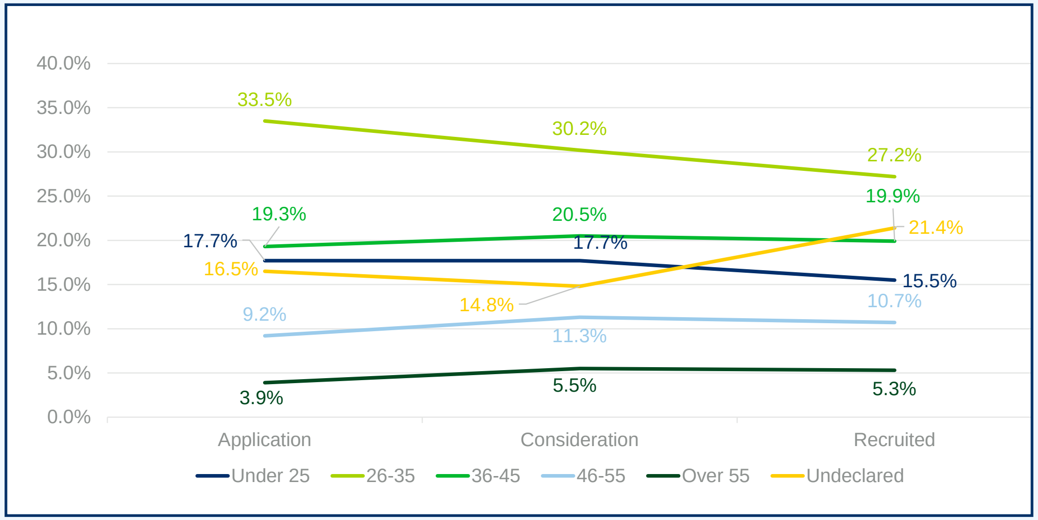
Age

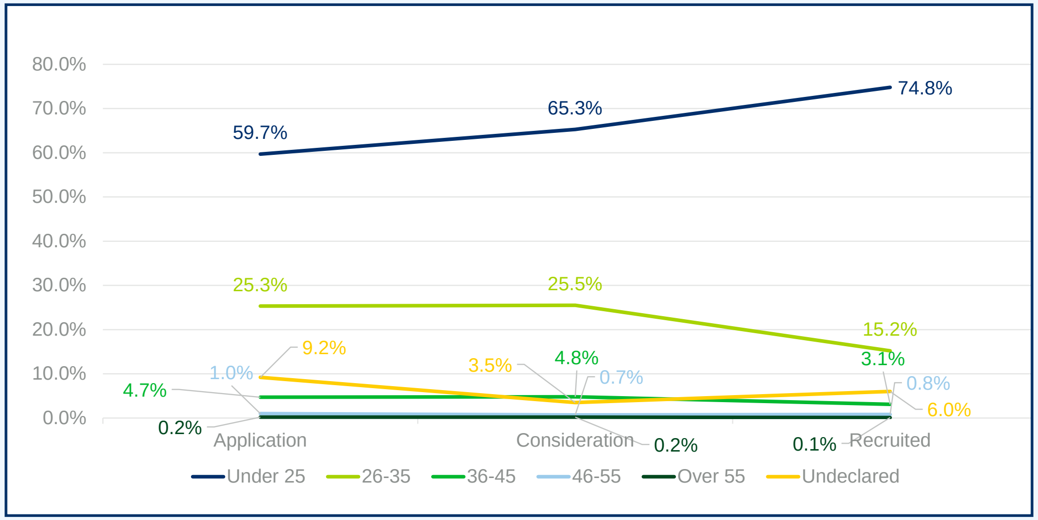
Workforce

The data shows that older employees (those aged 46 and above) along with those under 25 have low levels of representation across all stages of the recruitment cycle. 26 – 35 year olds make the most applications and are recruited at the highest rate.

Early Careers

The pipeline is heavily weighted towards those under 25, who increase from 59.7% of applicants to 74.8% of recruits. The 26 – 35 group declines from 25.3% at application to 15.2% at recruitment, while candidates aged 36 and over remain a very small proportion throughout, indicating that successful hires are overwhelmingly drawn from the youngest age group.



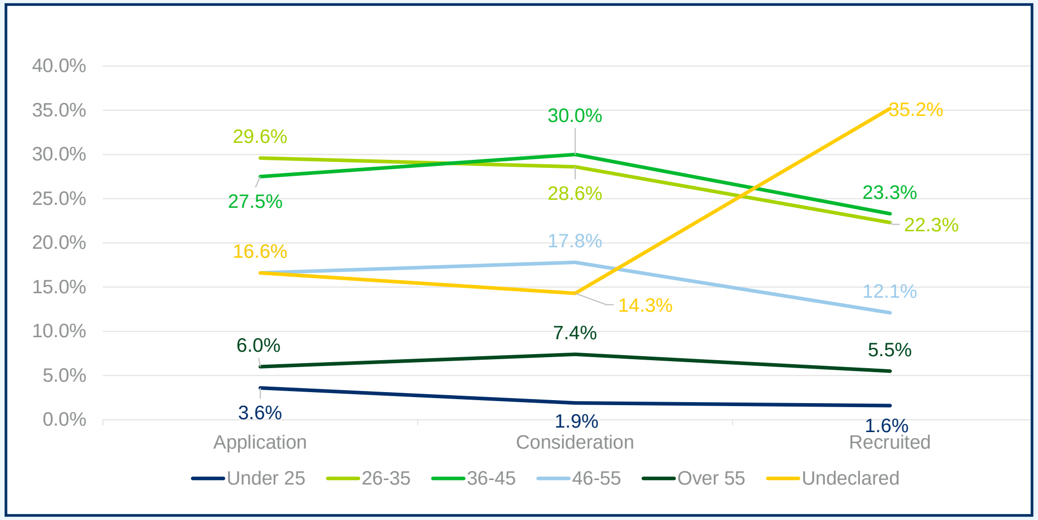


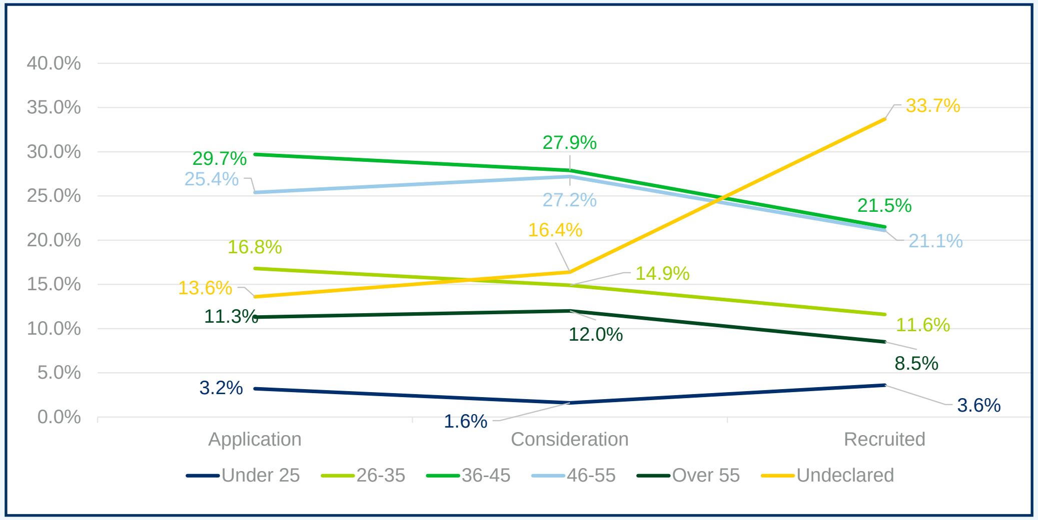
Management

For management roles, 26 – 35 and 36 – 45 age groups are the largest groups initially, however see a significant decline in their share of final hires. Individuals who have not declared their age dominated the recruitment stage, making up more than a third of all hires (35.2%), despite making up a smaller section of the applicant group.

Leadership

For leadership roles, under 25s are under-represented, the data shows they represent 3.6% of candidates recruited, which is slightly higher than their share of applicants (3.2%). Under 25s are the only declared age group to see an increase in representation from the start to the end of the process, although their overall numbers remain small compared to other groups.





Progression

These results explore the dynamics around progression with a specific focus on promotions and involvement in development programmes.

We analyse promotions to different levels of the organisation, namely:

- General promotions across the workforce
- Promotions into management
- Promotions from management to leadership

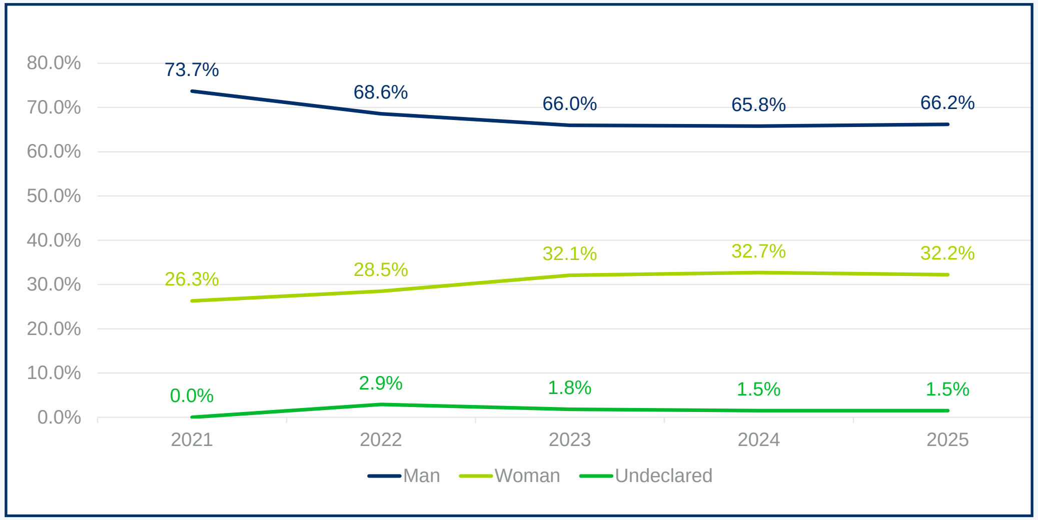
We explore these through the perspective of gender and ethnicity due to lack of consistent data availability across other dimensions.

Gender

Workforce Promotions

Gender data for workforce promotions shows a continued, gradual increase in the representation of women from 2021 to 2024, followed by a dip in 2025.

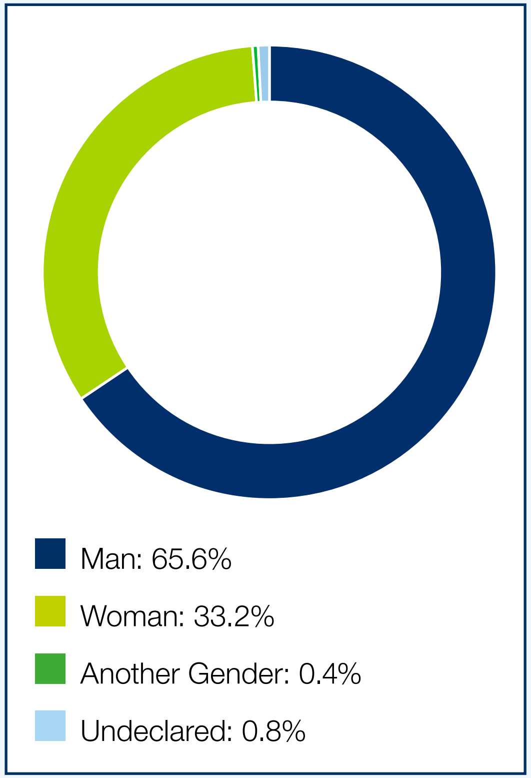
In 2025, men represented 66.2% of workforce promotions, compared to 32.2% for women. Despite a dip in the rate of women being promoted, their rate of promotion remains higher than their representation in the workforce.



Promotions to management

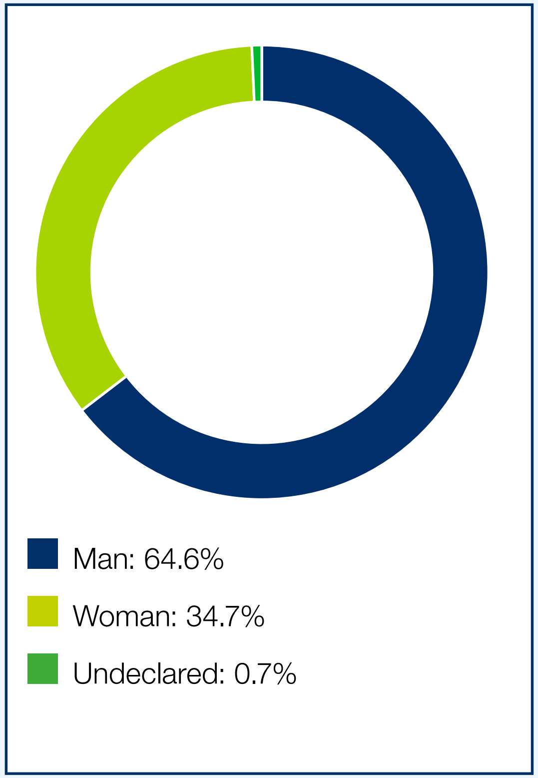
The proportion of men and women represented in staff-to-management promotions generally aligns with the figures for overall workforce promotions, with men constituting the majority.

In 2025, male representation in promotions from staff to management was 65.6%, a marginal increase from 64.7% in 2024. Female representation decreased from 34.1% in 2024 to 33.2% in 2025. The Undeclared rate was 0.8% in 2025, a decrease from 1.2% in 2024. A category for Another Gender (including self-declared non-binary and transgender individuals) was reported at 0.4% in 2025.



Promotions to leadership

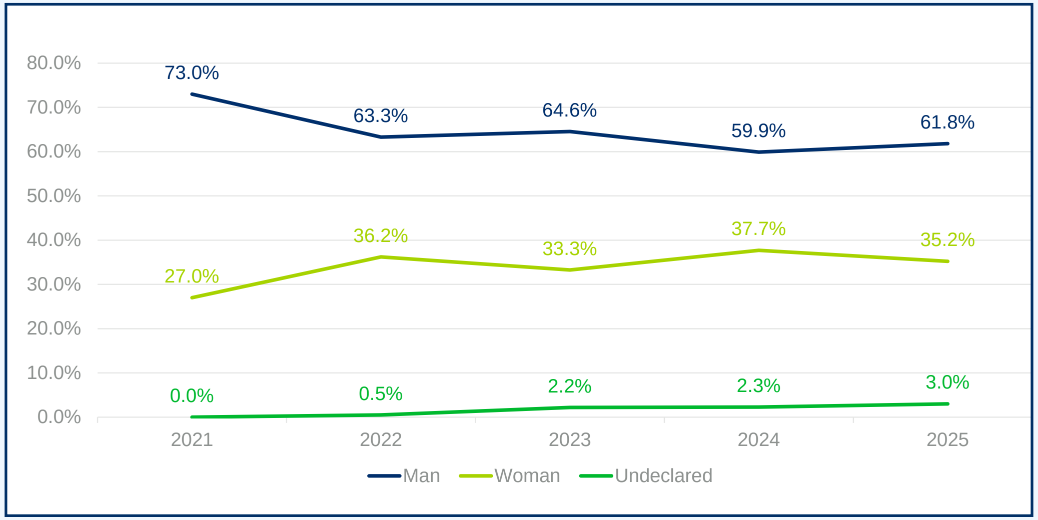
Women's representation in leadership promotions saw a decrease from 37.7% in 2024 to 34.7% in 2025. The proportion of women promoted to leadership levels remains slightly higher than the percentage seen in overall workforce promotions (32.2%) and management level promotions (33.2%).



Development programmes

In 2025, men represented 61.8% of development programme participants, and women represented 35.2%, with 3.0% undeclared.

This marks a downward change to the recent trend to close the gap in participation between genders. The gap between men and women increased to 26.6% in 2025 (up from a low of 22.2% in 2024).



Ethnicity

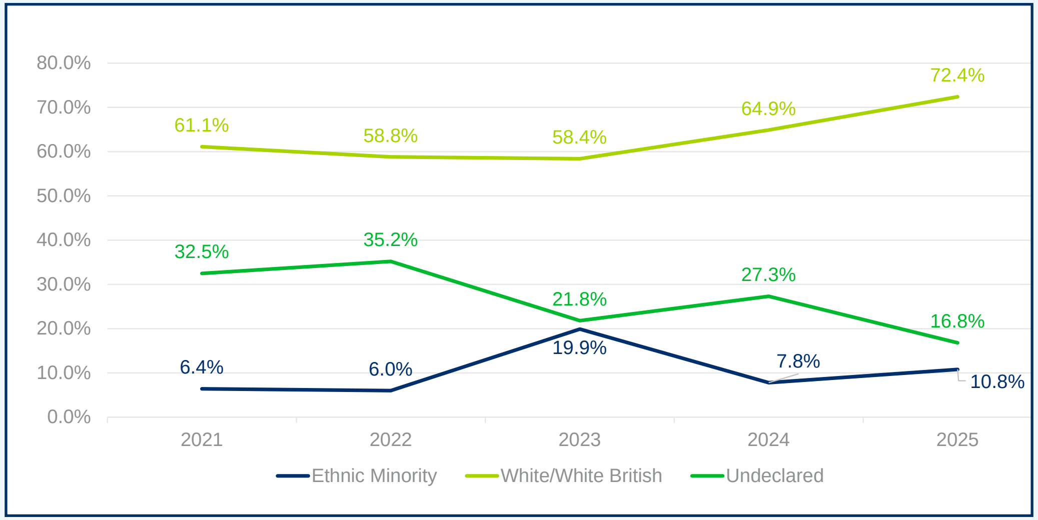
Workforce Promotions

White/ White British individuals continued to represent the majority of workforce promotions, increasing from 64.9% in 2024 to 72.4% in 2025.

The representation of ethnic minority people in overall workforce promotions was 10.8% in 2025.

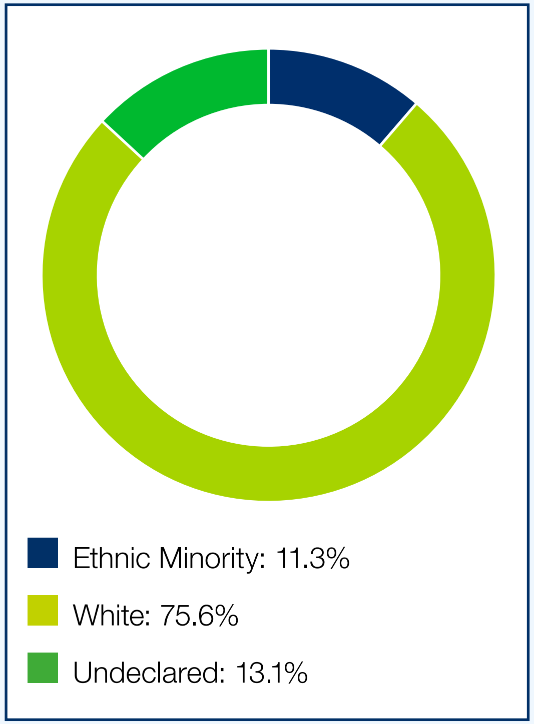
This is an increase from the 2024 figure of 7.8% and is above the overall rate of representation (10.2%) but remains lower than the spike seen in 2023 at 19.9%.

There remains a significant amount of undeclared data for ethnicity-based workforce promotions, although this figure continued its recent downward trend, dropping from 27.3% in 2024 to 16.8% in 2025.



Promotions to management

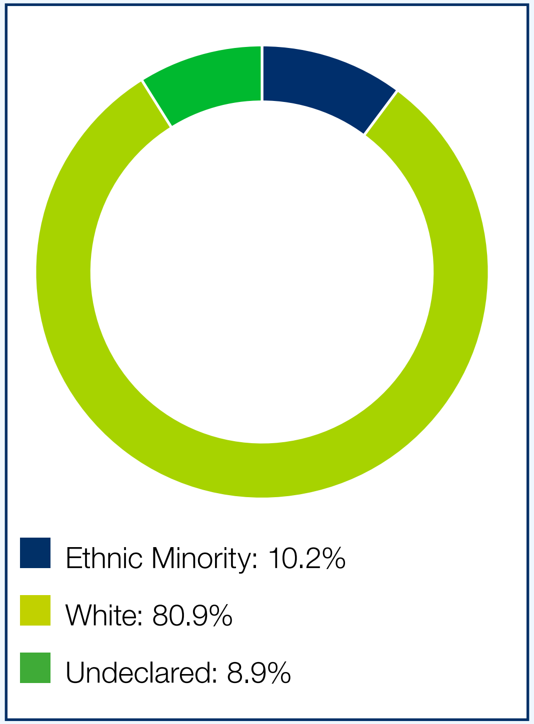
The data for promotions to management for ethnic minority candidates largely mirror the rates seen at the sector workforce promotion level. In 2025, White/White British individuals comprised 75.6% of promotions to management.



Promotions to leadership

Representation of ethnic minority people in terms of promotion to leadership levels remains low in comparison to overall workforce promotion rates. In 2025, White/White British individuals represented the vast majority of those promoted into leadership at 80.9%.

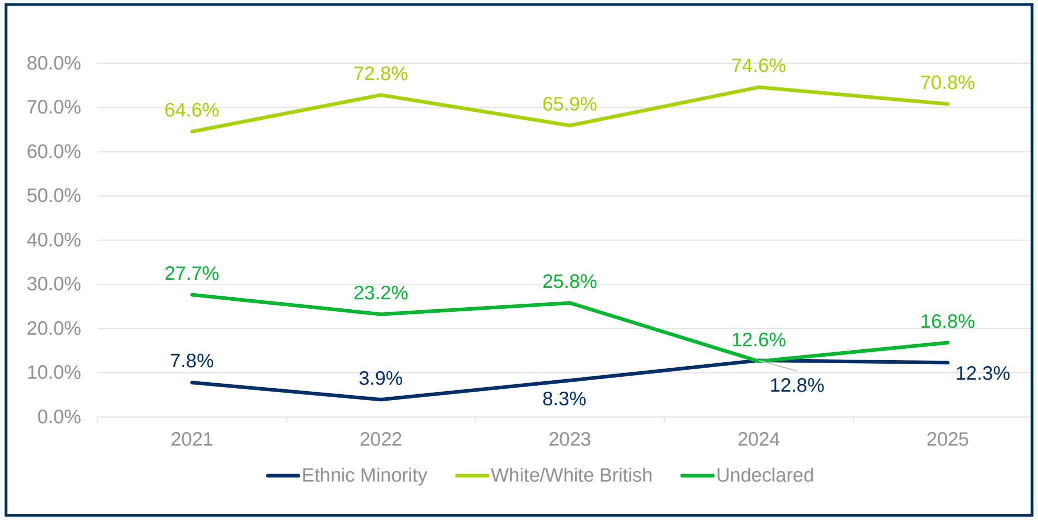
Ethnic Minority individuals accounted for 10.2% of promotions to leadership, aligned with the level of workforce representation. The undeclared rate for promotions to leadership was 8.9%.



Development programmes

In 2025, White/White British participation was 70.8%. This figure has fluctuated, ranging from 64.6% to 74.6% between 2021 and 2024.

Ethnic minorities represented 12.3% of those in development programmes in 2025, with representation continuing at levels above that of the workforce. The proportion of undeclared data was 16.8% in 2025.



Retention

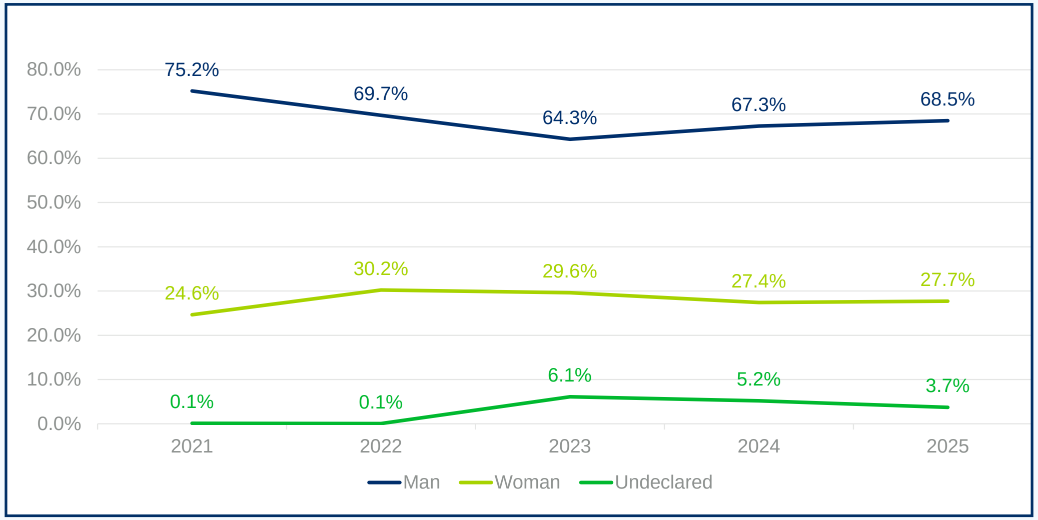
Data in this section considers the rate at which individuals are leaving organisations across various demographic groups. For 2025, there was still limited response data available regarding the specific reasons for leaving.

Gender

Leavers

Men continue to represent the majority of individuals leaving organisations across the sector, accounting for 68.5% of leavers in 2025. This figure shows a slight increase from 67.3% recorded in 2024.

Women accounted for 27.7% of leavers in 2025. Women continue to leave at levels close to their levels of representation (27.9% of the workforce) but at levels lower than they are recruited. The undeclared rate was 3.7%, a decrease from 5.2% in 2024.



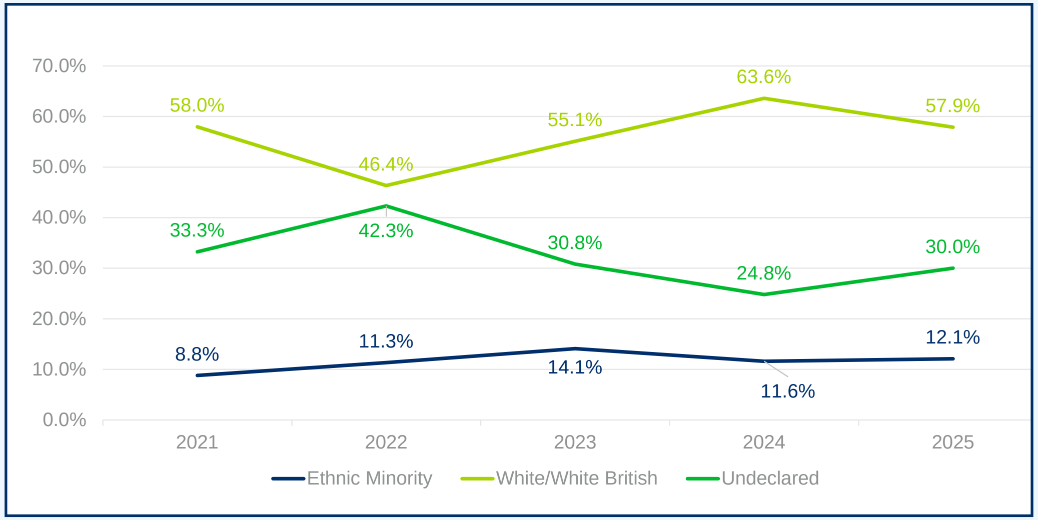
Ethnicity

Leavers

White/White British individuals represented 57.9% of leavers.

Ethnic Minority individuals accounted for 12.1% of leavers in 2025, which is above their sector level representation (10.2% in 2025), it is also an increase from the 11.6% of leavers reported in 2024.

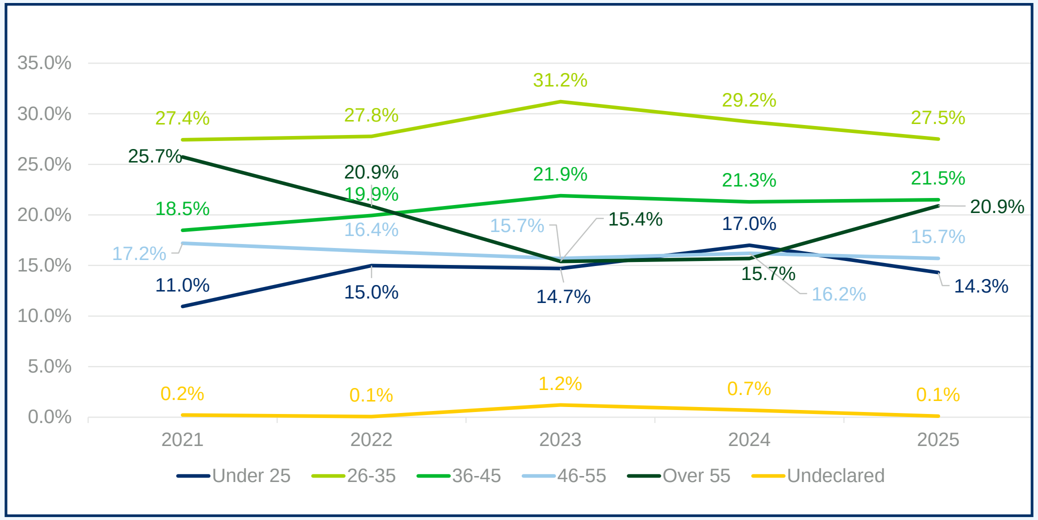
The high level of undeclared data persisted, accounting for 30.0% of leavers.



Age

Leavers

Individuals aged 26 – 35 continued to represent the majority of leavers in 2025, accounting for 27.5%. The representation of leavers over the age of 55 increased significantly to 20.9% (from 15.7% in 2024). This reverses the decline seen from 2021 (25.7%) to 2024 (15.7%).

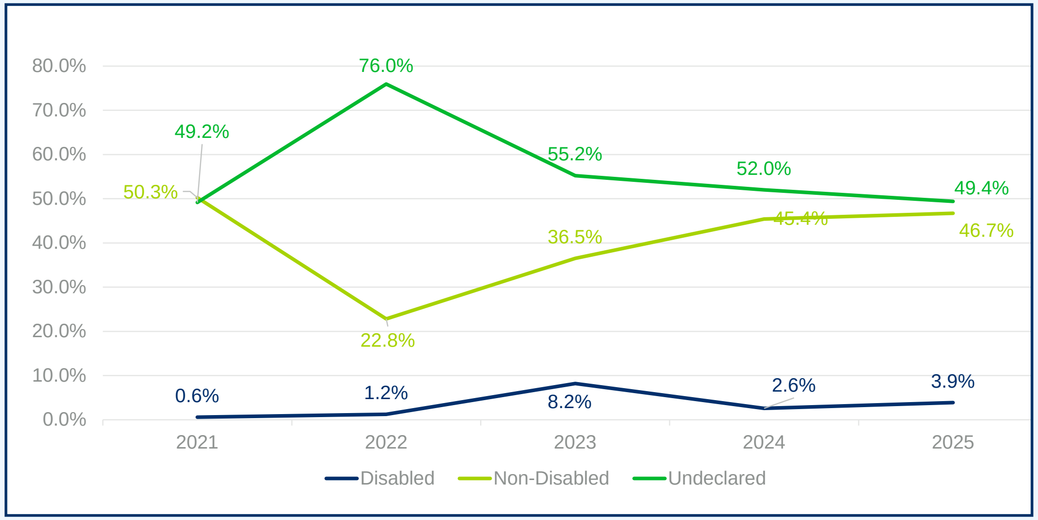


Disability

Leavers

Disability data for leavers continued to be represented by a large proportion of undeclared data, at 49.4% in 2025. The level of leavers declaring a disability increased slightly, with 3.9% reporting a disability in 2025.

This is above the 2.6% recorded in 2024. Those who have no declared disability represented 46.7% of leavers.

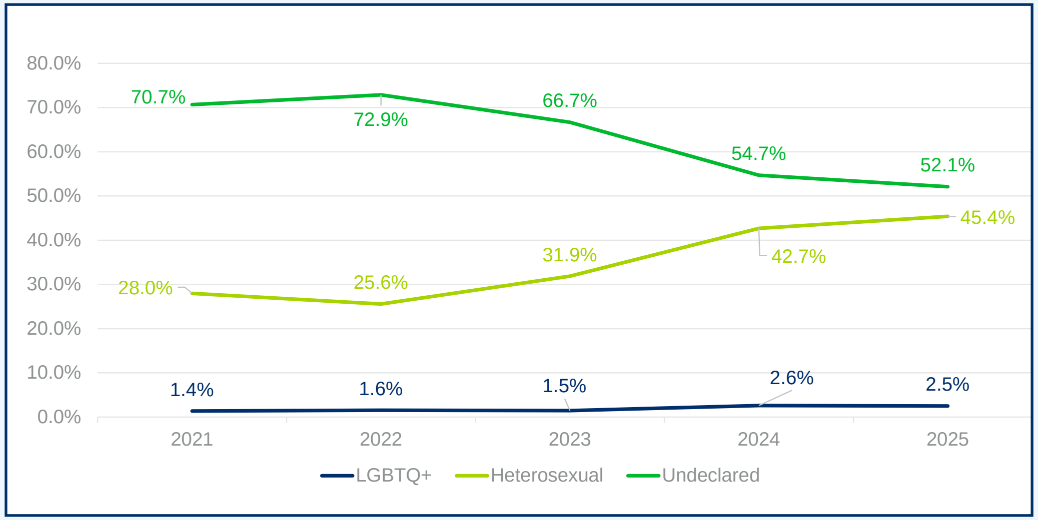


Sexual Orientation

Leavers

A large proportion of leavers across the sector continued not to declare their sexual orientation, with an undeclared rate of 52.1% in 2025.

Heterosexual/Straight leavers represented 45.4%.



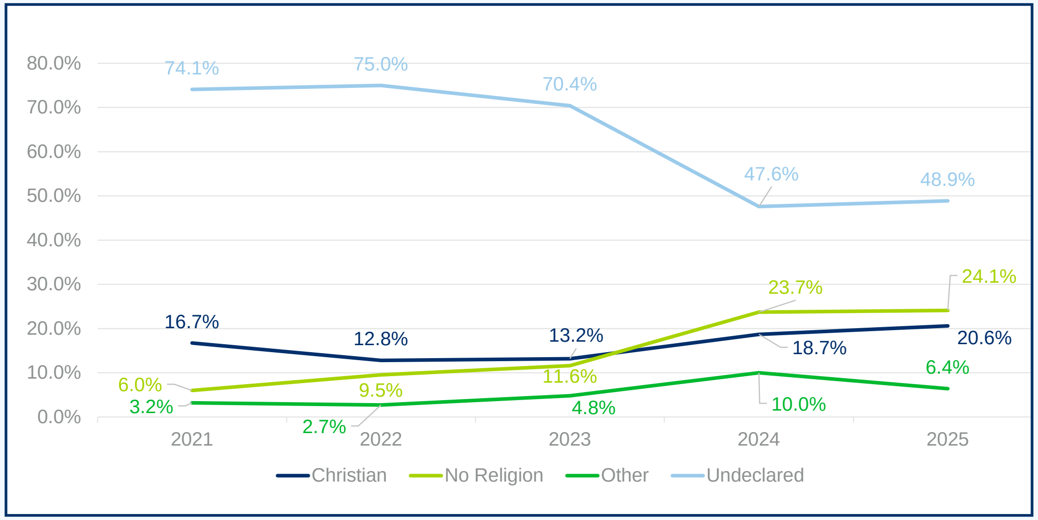




Religion

Leavers

There remains a high level of non-declaration amongst leavers in terms of their religious affiliations, at 48.9% in 2025. In terms of declared data, the two largest groups were No Religion at 24.1% and Christian at 20.6%.

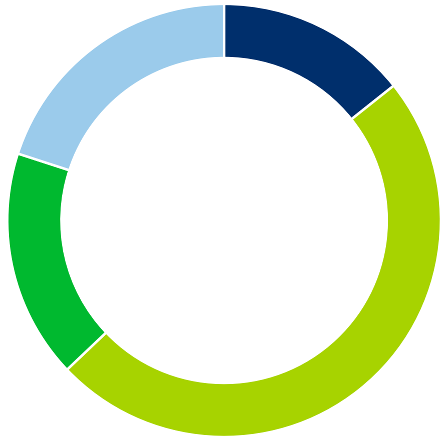


Leadership Survey

Each year, we invite leaders[17] of the participating organisations to complete a standalone survey. This year the survey was extended to all sector leaders. This survey asks leaders about their role, their demographic data, their views on leading EDI, and their reflections on their own personal EDI journey. In 2025, 35 leaders responded to the survey, this represents almost half the number of leaders that responded in 2024 (67 leaders in 2024).

17 Leaders — defined as members of, and direct reports to, the Board/Executive Committee

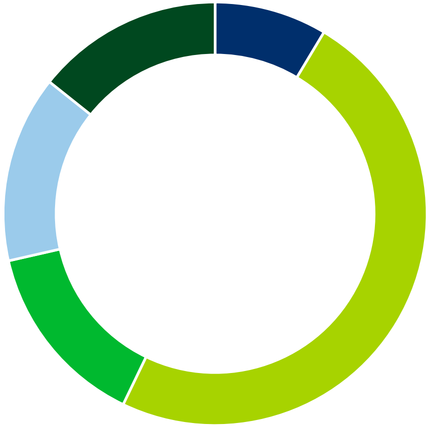
What Level is your Role?



- CEO: 14.3%
- Executive Director: 48.6%
- Non-Executive Director: 17.1%
- Other: 20.0%

Organisational Context

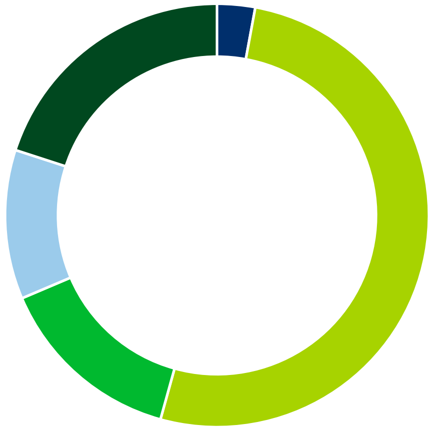
How long have you been in your current role?



- Less than 1 year: 8.6%
- 1 – 3 years: 48.6%
- 4 – 5 years: 14.3%
- 6 – 9 years: 14.3%
- 10+ years: 14.3%

The data shows that a majority of leaders are relatively new to their current position. with 48.6% in their current role for 1 – 3 years. Leaders with less than three years in post collectively represent 57.2% of respondents. Those with tenures of more than 4 years represent 42.9% with equal distribution across categories (those categories being 4 – 5, 6 – 9 and 10 years+, representing 14.3% respectively).

How long have you worked for your current organisation?



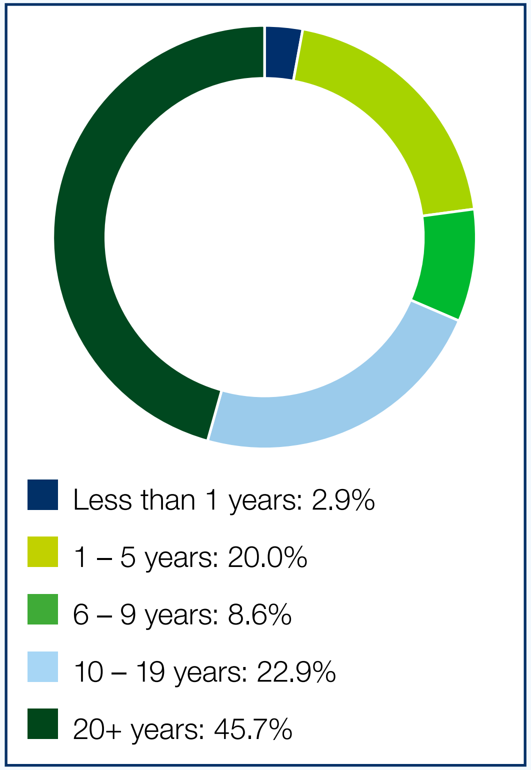
- Less than 1 year: 2.9%
- 1 – 5 years: 51.4%
- 6 – 9 years: 14.3%
- 10 – 19 years: 11.4%
- 20+ years – 20.0%

A substantial portion of leaders reported shorter tenures within their current company (less than 1 year and 1 – 5 years), leaders that fall into this category represent 54.3%. Conversely, 20.0% have been with their current organisation for 20+ years. Those with more than 10 years of tenure collectively account for 31.4% (10 – 19 years and 20+ years).

Inclusion is more than a principle, it's a measurable commitment. Through the Energy & Utility Skills Inclusion Measurement Framework, we've been able to benchmark our progress, identify gaps, and take targeted action. At Welsh Water, this has translated into many things such as stronger leadership accountability, creation of dashboards, a women's development programme, and a clearer understanding of where we must go next. Joining the commitment isn't just about signing up, it's about showing up with data, with purpose, and with the will to lead change.

Stephne Puddy
Talent Partner, Welsh Water

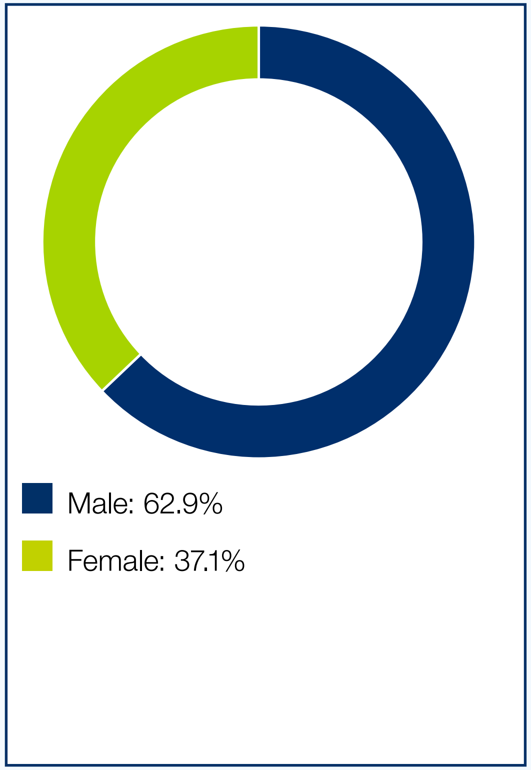
How long have you worked in the energy and utilities sector?



Leaders in the sector overwhelmingly possess deep industry experience, suggesting a reliance on long-term sector experience for appointment to leadership roles. The vast majority of leaders reported extensive experience in the sector: 45.7% have worked in the sector for 20+ years. Leaders with 10 or more years experience within the energy and utilities sector collectively account for 68.6% of respondents.

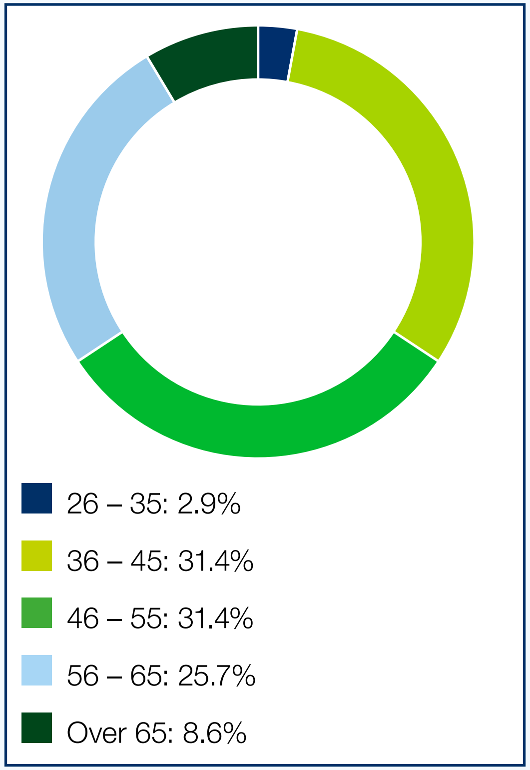
Leadership Demographics

What is your gender identity?



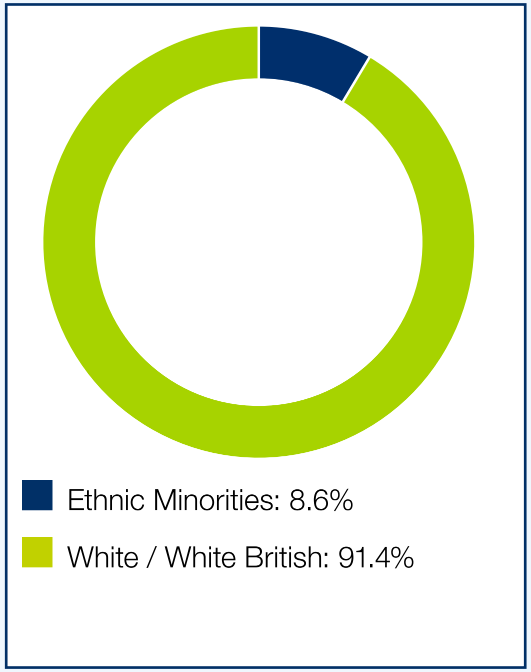
Men represented the majority of survey respondents at 62.9%. Women accounted for 37.1% of leaders surveyed. This marks an increase in women's representation from 29.6% in 2024.

What age are you?



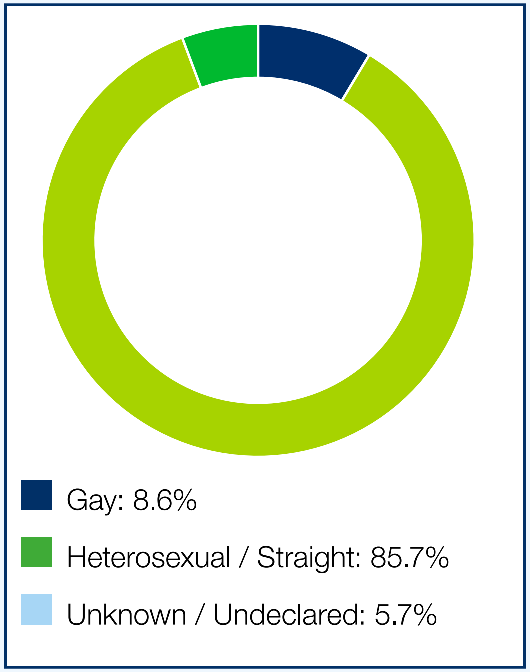
The age distribution suggests a shift toward a younger leadership profile compared to previous years, with the largest proportion now in the middle age ranges. The largest proportion of leaders falls within the 36 – 45 and 46 – 55 age group at 31.4% respectively. The proportion of leaders under 35 doubled to 2.9% (from 1.4% in 2024). Leaders aged over 55 collectively represent 34.3%. In 2024, leaders aged over 46 represented over 70.0% of respondents (now 65.7%).

How would you describe your ethnicity?



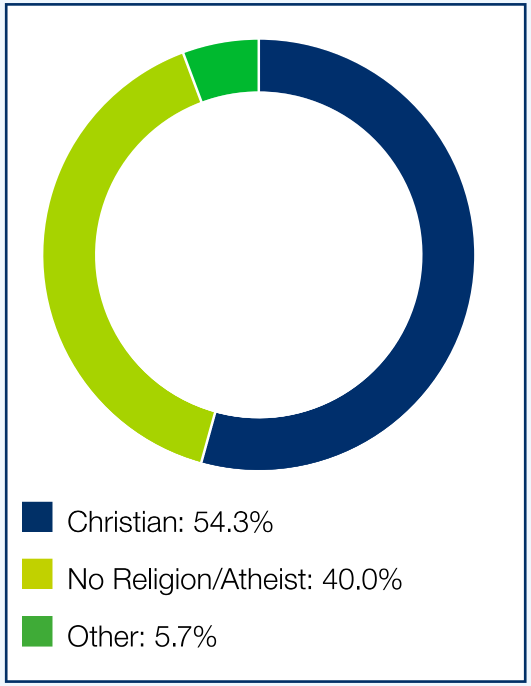
Leaders from ethnic minority backgrounds saw increased representation, accounting for 8.6% of respondents. This is a slight increase from 7% in 2024. White/White British individuals represent 91.4% of the leadership demographic.

How would you describe your sexual orientation?



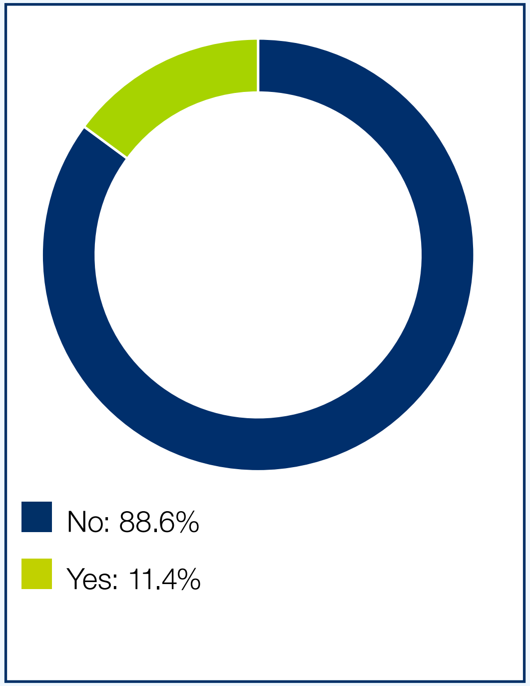
The majority of leaders identified as Heterosexual/Straight (85.7%), however the proportion of leaders identifying as Gay increased 3 times, to 8.6% from 2.8% in 2024. 5.7% were reported as Unknown/Undeclared.

How would you classify your religious affiliation?



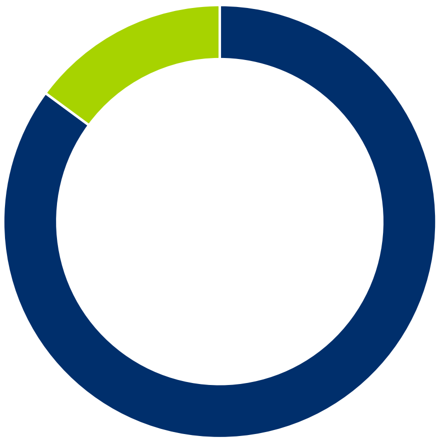
There was a shift in the declared religious affiliation among leaders. The largest proportion of leaders identified as Christian (54.3%), a decrease from 57.8% in 2024. No Religion (40.0%), marking an increase from 33.8% in 2024, with 5.7% reporting other religious affiliations.

Do you consider yourself to have a disability or long-term health condition?



11.4% of leaders reported that they have a disability or long-term health condition. This is consistent with the 15.5% reported in 2024. 14.3% of leaders reported having experienced poor mental health/anxiety in the last year.

Do you consider yourself to have experienced poor mental health / anxiety in the last year?



Are you a parent or caretaker of a dependent relative (e.g. children under 18, or ageing parents)?

The majority of leaders, 62.9%, identified as being a parent or caretaker of a dependent relative (up from 50.7% in 2024).

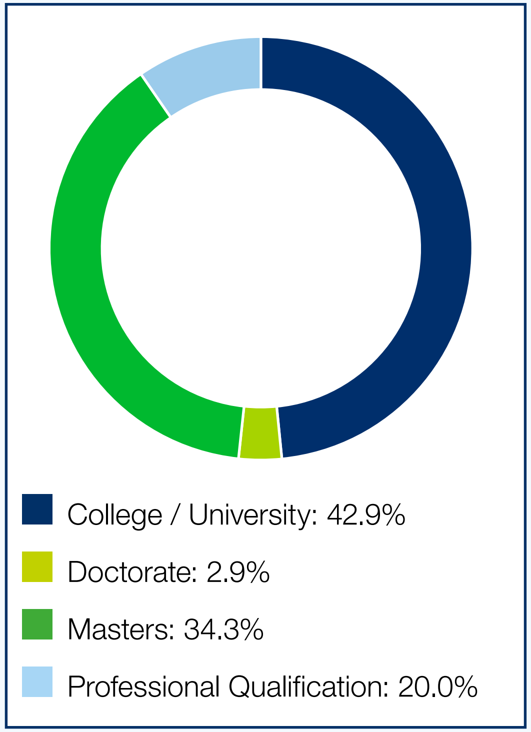
The Inclusion Measurement Framework is an important sector benchmark for us. It gives us the chance to reflect on how we're doing compared to others with similar workforces and skill needs, and it helps us think about wider industry challenges and opportunities for collaboration.

Sally Brett
Head of Culture & EDI, Affinity Water

Social Mobility

Education

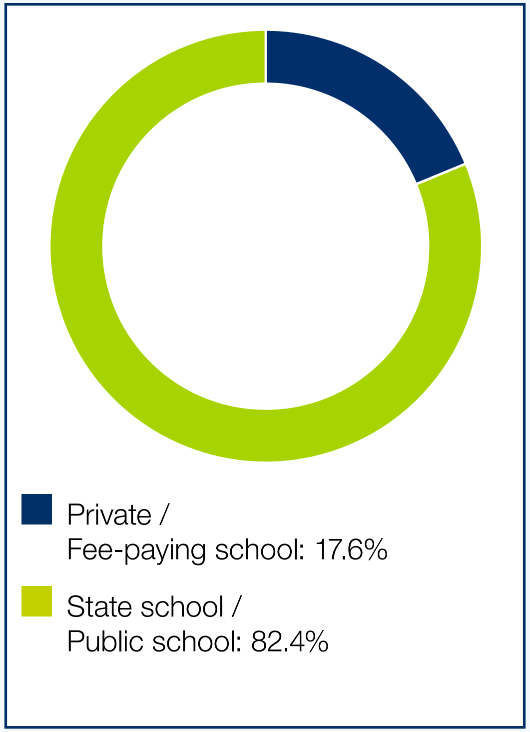
What is the highest level of education you have completed?



The majority of leaders reported holding at least a postgraduate or university-level qualification. A notable proportion of leaders achieved at least a College or University degree or diploma (42.9%) or a Master's degree (34.3%) as their highest level of education. The proportion of leaders holding a Master's degree saw a slight decrease from 36.6% in 2024.

The percentage of leaders reporting a doctorate is nearly half the proportion reported in 2024 (2.9% in 2025 compared to 5.6% in 2024). 20.0% reported that their highest level of education was a Professional Qualification.

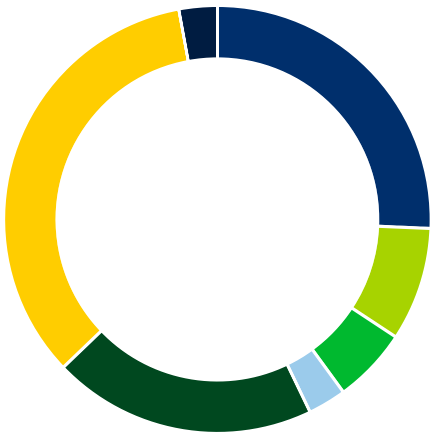
My secondary school education was mostly:



The data indicates that the majority of leaders received a state or public school education. 82.4% of leaders reported that their secondary school education was mostly via a state school/public school. 17.6% attended a private/fee-paying school. This figure is lower than the 23.9% reported in 2024 but well above the 7% of the general population that are privately educated[18].

18 Sutton Trust, Elitist Britain, 'The educational backgrounds of Britain's leading people' – 2019

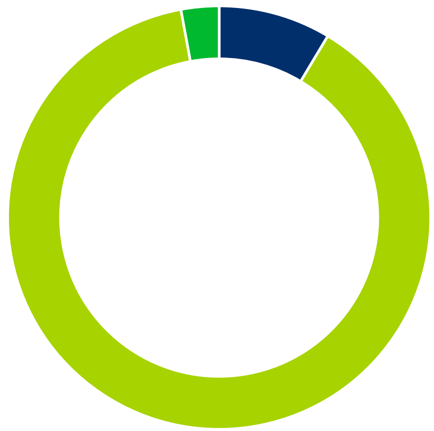
What is the highest level of education your parents/guardians completed by the time you were 18?



- College / University: 25.7%
- Doctorate: 8.6%
- None: 5.7%
- Primary / Elementary: 2.9%
- Professional Qualification: 20.0%
- Secondary / High School: 34.3%
- Unknown: 2.9%

The highest level of education attained by leaders' parents/guardians contrasts with that of the leaders themselves. In 2025, the largest reported level of attainment for parents/guardians was split between College/University (25.7%) and Secondary/High School (34.3%) as their highest level of education by the time the leader was 18.

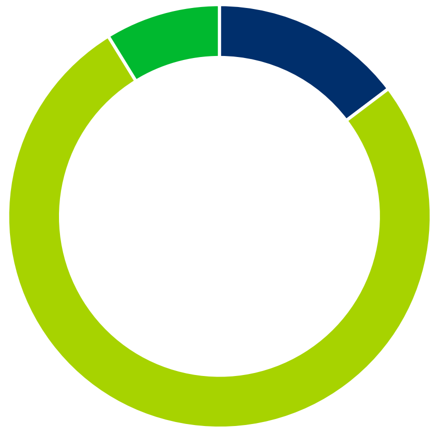
My parents'/guardians' secondary school education was mostly:



- Private / Fee-paying school: 8.6%
- State school / Public school: 88.6%
- Unknown: 2.9%

The vast majority of leaders' parents/guardians attended a state school/public school (88.6%) 8.6% attended a private/fee-paying school.

If you finished school after 1980, were you eligible for free school meals at any point during your school years?



Yes: 14.7%

No: 76.5%

Not applicable (i.e. finished school before 1980 or went to school overseas): 8.8%

The majority of leaders indicated that they were not eligible for free school meals at any point during their formative education (76.5%) in 2025's survey. The proportion of leaders who indicated that they were eligible for free school meals was 14.7%. This figure remains significantly higher than the 10.2% reported in 2023 but is a slight decrease from the 19.7% recorded in 2024. 8.8% of respondents answered not applicable, suggesting that they finished school before 1980 or went to school overseas. Around one quarter of pupils are eligible for free school meals, with eligibility in England rising to 25.7% in 2025, up from 24.6% the previous year[19].

19 Gov UK – Schools, pupils and their characteristics – 2025

What was the occupation of your main household earner when you were aged about 14?

Another measure of socioeconomic status is parental occupation at age 14. In 2025, a significant majority of leaders indicated that the occupation of their main household earner fell into the category of 'professional backgrounds' (57.2%). This includes:

- Modern professional & traditional professional occupations (28.6%).
- Senior, middle or junior managers or administrators (28.6%).

This figure for professional backgrounds is considerably higher than the UK average of 34%[20] of the workforce whose main wage earner was in a professional position when the respondent was 14.

The proportion of leaders whose main household earner fell into the category of 'lower socioeconomic backgrounds' stood at 34.3% in 2025 (an increase from 25.4% in 2024). This category includes:

- Technical and craft occupations (20.0%).
- Routine, semi-routine manual and service occupations (14.3%)

This and previous years' data demonstrate leaders with university level educational backgrounds are overrepresented across the sector. While showing high levels of social mobility this level of educational attainment could indicate high level barriers to entry or progression to leadership positions.

20 Social Mobility Commission, Guidance: Simplifying how employers measure socio-economic background, Data sourced from the July to September quarters of the LFS from the years 2017 to 2019

EDI Insights

Given that the response rate is nearly half that of 2024's survey (35 in 2025 compared to 67 in 2024), there is limited ability to lean on like for like comparisons with previous years, however, the responses provide a qualitative snapshot of engaged senior figures.

EDI Training and Learning

Leaders report a high stated commitment to EDI as a core competency. The majority of respondents (97.2%) strongly Agreed or Agreed that they are required to demonstrate inclusive behaviours as part of business competence, showing an improvement on 2024's high level of agreement (90.1% in 2024).

82.8% of leaders Strongly Agreed or Agreed they had completed unconscious bias or EDI training in the last 12 months, which is an improvement on previous years (73.0% in 2023 and 66.2% in 2024). The qualitative feedback provided suggests learning is often supplemented with experiential approaches, gained through championing initiatives (e.g., supporting gender transition, running "Dine in the Dark" events) and personal research into topics like trans rights or neurodiversity.

Personal Understanding and Articulation

Leaders express confidence in their personal grasp of EDI. The vast majority (97.1%) Strongly Agreed or Agreed they fully understand their personal role in driving EDI within their organisation. Similarly, 94.3% Strongly Agreed or Agreed they can fully articulate the importance of EDI to the energy and utilities sector. This suggests that among participating leaders, EDI is viewed as a legitimate and understood strategic priority.

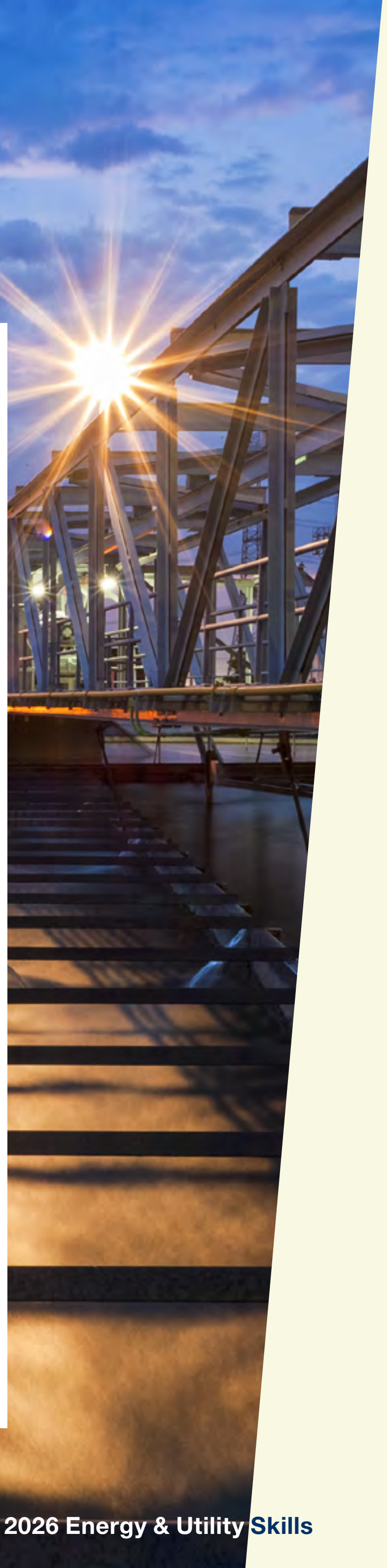
Organisational Commitment

Senior sponsorship for EDI appears to continue to be important for respondents, with 88.6% Strongly Agreed or Agreed that they personally ensure EDI is prioritised at the Executive level within their organisation. Furthermore, 85.7% Strongly Agreed or Agreed that they act as a direct sponsor for EDI initiatives. This is reflected in qualitative context, which described actions such as sponsoring employee network groups, embedding EDI targets in incentive plans, and leading policy changes on parental leave.

Actions and Accountability

A potential gap emerges between personal accountability and management of subsequent accountabilities, with 34.3% of leaders strongly agreeing that they were held accountable for EDI as a strategic objective, whereas only 25.7% of leaders strongly agreed that they held their direct reports accountable for the same.

Qualitative responses highlight a range of actions taken, from mentoring staff from underrepresented groups and overhauling recruitment processes, to revising policies and hosting inclusion events.



"At M Group, we've been involved in the Inclusion Measurement Framework since its inception, and it's become a key part of how we understand and improve our inclusion efforts. We wholeheartedly support the IMF because it gives us a clear view of where we stand, helps us reflect on what's working, and highlights where we can do more. It's a valuable opportunity to learn, grow, and take meaningful action.

The insights we've gained have helped shape our Inclusion Strategy and continue to guide our efforts across the Group, strengthening our commitment to building a respectful, inclusive environment where everyone feels they belong. The IMF has been a highly beneficial activity for us, and we'd highly recommend other businesses take the opportunity to get involved.

Sorahya Jenkins
Senior Organisation Development Manager, M Group

Recommendations

The findings of the 2025 Inclusion Measurement Framework (IMF) report and the observed trends across the sector lead to the following recommendations. These recommendations are made to translate sustained commitment into measurable and lasting change within the energy and utilities sector.

The recommendations have been compiled with input from EDI leads across the sector.

Leadership

In the Energy & Utility Skills Partnership Skills Strategy 2025 – 2030[21], sector CEOs have committed to collecting social inclusion data through an enhanced IMF.

Consistent personal involvement is required to drive cultural change. Leadership must pivot from viewing EDI as a periodic reporting requirement to treating it as a core business competency, with accountability mechanisms that flow down through all management tiers.

To drive meaningful engagement and enhance the value provided by the IMF and Leadership Survey, it is recommended that sector leaders commit to:

- **Pre and Post-Briefing:** Implement structured briefings for leaders, in relation to the IMF and Leadership survey, both before and after their participation in the Leadership Inclusion Survey to communicate the strategic importance of the data and discuss actionable insights.
- **Increasing visibility of Leadership Completion:** Increase the transparency of aggregate leadership participation in the IMF process. Greater visibility helps encourage broader participation, so aggregate completion rates will be shared with company representatives to enable them to follow up with leadership teams.

21 Energy & Utility Skills Partnership Skills Strategy 2025 – 2030

- Increasing senior leadership participation by 50%.
  Given the higher participation rate, this recommended target is made based on the 2024 responses from 67 leaders.
- **Implementing Direct Accountability for EDI Targets:** More should be done to cascade inclusive standards from the boardroom to the frontline. Organisations should commit to publishing clear targets and include Board, Organisation and/or Sector level progress reporting to ensure accountability.
- **Broadening Executive Sponsorship Programmes:** Formal sponsorship is required to convert diverse management talent into executive success.

Data

Data integrity remains the cornerstone of the IMF, yet high levels of non-disclosure continue to obscure the true state of inclusion in the sector. Over half of the workforce data for disability (54.5%) and sexual orientation (50.8%) remains undeclared, potentially masking systemic barriers and leaving vulnerable groups invisible in strategic planning. Addressing this gap requires a shift in how data collection is communicated, moving beyond administrative compliance to clearly demonstrating how disclosure directly informs better support systems and more equitable workplace policies.

- **Reduce Undeclared Data by 10% in 2026:** The sector should implement initiatives to improve data disclosure by clearly communicating the purpose of collection, reinforcing confidentiality, and showing how data informs benchmarking. Sector leaders should champion the importance of complete data collection and initiate sector-wide campaigns to destigmatise disclosure, clearly articulate the benefits of an inclusive environment, and educate employees and organisations on how data directly informs workplace improvements.
- **Disaggregate Recruitment Data by Right to Work (RTW):** Separating RTW issues from other selection criteria will provide a clearer picture of where bias truly exists for ethnic minority groups in recruitment pipelines.

Review and Implementation

As the Inclusion Measurement Framework enters its seventh year, Energy & Utility Skills will undertake a formal review of the framework during 2026. This review will assess participation levels, survey design, data quality, and the practical usefulness of outputs for employers and the wider sector. It will also support a shift from measurement to implementation, identifying how IMF insight can better enable practical action, clearer benchmarking, and measurable progress across recruitment, progression, and leadership representation.

Through the priorities of the Skills Strategy 2025 – 2030, Energy & Utility Skills will continue to play a key role in convening the sector on EDI and in steering and implementing these recommendations. This work will complement the Government's Clean Energy Jobs Plan and Tackling Inclusion and Diversity in Energy (TIDE).

Conclusion

This year's report presents a nuanced picture of progress and persistent challenges for EDI across the energy, water, and waste sector, based on data collected from participating employers in the most recent Inclusion Measurement Framework sample.

These advances are set against a backdrop of significant, systemic gaps, including the observation that workforce composition remains heavily skewed in terms of gender and age, while representation of ethnic minorities and disabled employees falls short of national benchmarks.

Achieving the leadership participation, data completeness, and framework review goals will require leaders to personally champion the importance and value of the IMF.

Given the high levels of leadership commitment evidenced within the 2026 report, there is a strong foundation for additional champions to emerge across the sector.

Reflected by CEO level commitments in the Skills Strategy 2025 – 30, a more equitable, diverse and inclusive workforce is not an option, it is a strategic imperative for tackling the sectors complex challenges and delivering the sector's growth ambitions.

Appendices

Appendix 1: Additional Organisational Data

We collect data on company size (UK workforce) and operational region from participating organisations' data submissions, but we have not provided a detailed analysis of data trends based on these factors. High-level size and location data are presented in the tables below.

2025 submissions by company size

Company Size	Submission
< 1,000 Staff	3 (12%)
1,001 – 5,000 Staff	17 (65%)
> 5,001 Staff	6 (23%)
Total	26

2025 submissions by location

Company Regions	Submission
London, South East + East Anglia	15 (58%)
Midlands (East + West)	1 (4%)
Northern England (North East, North West + Yorkshire)	3 (12%)
Scotland + Northern Ireland	3 (12%)
Wales + South West England	4 (15%)
Total	26

Appendix 2: Additional Recruitment Data (Tables)

Gender – Recruitment (early careers)

Stage	Man	Woman	Undeclared
Application	68.7%	21.7%	9.6%
Consideration	72.2%	23.6%	4.3%
Recruited	70.6%	25.2%	4.2%

Gender – Recruitment (management)

Stage	Man	Woman	Undeclared
Application	65.9%	26.1%	8.0%
Consideration	70.6%	27.2%	2.2%
Recruited	52.6%	26.7%	20.7%

Gender – Recruitment (leadership)

Stage	Man	Woman	Undeclared
Application	62.1%	27.4%	10.6%
Consideration	62.2%	25.1%	8.7%
Recruited	48.8%	22.4%	28.8%

Ethnicity – Recruitment (early careers)

Stage	Ethnic Minority	White	Undeclared
Application	53.6%	35.8%	10.6%
Consideration	52.7%	41.8%	5.5%
Recruited	29.7%	65.6%	4.7%

Ethnicity – Recruitment (management)

Stage	Ethnic Minority	White	Undeclared
Application	38.9%	50.4%	10.7%
Consideration	42.3%	52.0%	5.7%
Recruited	10.9%	63.7%	25.3%

Ethnicity – Recruitment (leadership)

Stage	Ethnic Minority	White	Undeclared
Application	35.9%	50.9%	13.1%
Consideration	26.8%	60.5%	12.7%
Recruited	11.1%	59.3%	29.6%

Age – Recruitment (early careers)

Age	Under 25	26 – 35	36 – 45	46 – 55	Over 55	Undeclared
Application	59.7%	25.3%	4.7%	1.0%	0.2%	9.2%
Consideration	65.3%	25.5%	4.8%	0.7%	0.2%	3.5%
Recruited	74.8%	15.2%	3.1%	0.8%	0.1%	6.0%

Age – Recruitment (management)

Age	Under 25	26 – 35	36 – 45	46 – 55	Over 55	Undeclared
Application	3.6%	29.6%	27.5%	16.6%	6.0%	16.6%
Consideration	1.9%	28.6%	30.0%	17.8%	7.4%	14.3%
Recruited	1.6%	22.3%	23.3%	12.1%	5.5%	35.2%

Age – Recruitment (leadership)

Age	Under 25	26 – 35	36 – 45	46 – 55	Over 55	Undeclared
Application	3.2%	16.8%	29.7%	25.4%	11.3%	13.6%
Consideration	1.6%	14.9%	27.9%	27.2%	12.0%	16.4%
Recruited	3.6%	11.6%	21.5%	21.1%	8.5%	33.7%

Appendix 3: Additional Promotion Data (Tables)

Gender – Promotion (workforce)

Gender	2021	2022	2023	2024	**2025**
Man	73.7%	68.6%	66.0%	65.8%	**66.2%**
Woman	26.3%	28.5%	32.1%	32.7%	**32.2%**
Undeclared	0.0%	2.9%	1.8%	1.5%	**1.5%**

Gender – Development (workforce)

Gender	2021	2022	2023	2024	**2025**
Man	73.0%	63.3%	64.6%	59.9%	**61.8%**
Woman	27.0%	36.2%	33.3%	37.7%	**35.2%**
Undeclared	0.0%	0.5%	2.2%	2.3%	**3.0%**

Ethnicity – Promotion (workforce)

Ethnicity	2021	2022	2023	2024	**2025**
Ethnic Minority	6.4%	6.0%	19.9%	7.8%	**10.8%**
White	61.1%	58.8%	58.4%	64.9%	**72.4%**
Undeclared	32.5%	35.2%	21.8%	27.3%	**16.8%**

Ethnicity – Development (workforce)

Ethnicity	2021	2022	2023	2024	**2025**
Ethnic Minority	7.8%	3.9%	8.3%	12.8%	**12.3%**
White	64.6%	72.8%	65.9%	74.6%	**70.8%**
Undeclared	27.7%	23.2%	25.8%	12.6%	**16.8%**

Appendix 4: Additional Leaver Data (Tables)

Gender – Leavers

Gender	2021	2022	2023	2024	2025
Man	75.2%	69.7%	63.7%	67.3%	**68.5%**
Woman	24.6%	30.2%	30.0%	27.4%	**27.7%**
Undeclared	0.1%	0.1%	6.3%	5.2%	**3.8%**

Ethnicity – Leavers

Ethnicity	2021	2022	2023	2024	2025
Ethnic Minority	8.8%	11.3%	14.4%	11.6%	**12.1%**
White	58.0%	46.4%	54.2%	63.6%	**57.9%**
Undeclared	33.3%	42.3%	31.4%	24.8%	**30.0%**

Disability – Leavers

Disability	2021	2022	2023	2024	2025
Disabled	0.6%	1.2%	8.3%	2.6%	**3.9%**
Non-Disabled	50.3%	22.8%	36.5%	45.4%	**46.7%**
Undeclared	49.2%	76.0%	55.2%	52.0%	**49.4%**

Sexuality – Leavers

Sexuality	2021	2022	2023	2024	2025
LGBTQ+	1.4%	1.6%	1.5%	2.6%	**2.5%**
Heterosexual	28.0%	25.6%	31.9%	42.7%	**45.4%**
Undeclared	70.7%	72.9%	66.7%	54.7%	**52.1%**

Age – Leavers

Age	2021	2022	2023	2024	2025
Under 25	11.0%	15.0%	15.0%	17.0%	**14.3%**
26 – 35	27.4%	27.8%	31.4%	29.2%	**27.5%**
36 – 45	18.5%	19.9%	21.7%	21.3%	**21.5%**
46 – 55	17.2%	16.4%	15.4%	16.2%	**15.7%**
Over 55	25.7%	20.9%	15.2%	15.7%	**20.9%**
Undeclared	0.2%	0.1%	1.2%	0.7%	**0.1%**

Religion – Leavers

Religion	2021	2022	2023	2024	2025
Christian	16.7%	12.8%	13.2%	18.7%	**20.6%**
No Religion	6.0%	9.5%	11.6%	23.7%	**24.1%**
Other	3.2%	2.7%	4.8%	10.0%	**6.4%**
Undeclared	74.1%	75.0%	70.4%	47.6%	**48.9%**

Appendix 5 Inclusion Measurement Framework

Purpose, Scope and Methodology

Purpose

Launched in 2020, the purpose of the IMF is to generate a comprehensive, evidence-based view of the sector's performance in relation to equity, diversity, and inclusion (EDI).

Underpinning the sector's Inclusion Commitment, the IMF systematically collates and analyses EDI data across the employment lifecycle from recruitment through to progression and retention. Its core objectives are to measure sector progress and to identify where meaningful change must occur to ensure the sector's workforce represents and reflects the communities it serves. It provides both the sector and participating organisations with a key tool to evaluate EDI efforts and take decisive action.

Scope

The IMF encompasses organisational data across the complete employment journey. It includes metrics on workforce representation, promotion rates, retention, and other inclusion indicators, providing insights on where the sector stands on its EDI journey, pinpointing barriers to equity and highlighting areas for improvement. Organisations self-report their EDI data, which gives them the ability to compare and contrast their performance in the context of the wider sector and understand where their data is aligned or disparate to the overall energy and utilities landscape.

As well as collecting demographic data from executives working in the sector, the Leadership Survey explores leaders' views on leading inclusion, and the impact and integration of EDI into business strategy; highlighting areas of progress and their commitment to EDI within their organisations.

The scope of this report is limited to the analysis of data submitted by participating organisations. While providing critical insight, the findings represent a sample of the sector and are used to indicate trends, generate benchmarks, and spotlight areas for action. The report is intended to serve as an enabler of strategic dialogue and collaborative action leading to a more inclusive, resilient, and representative sector.

Methodology Overview

The development and execution of the Inclusion Measurement Framework (IMF) have evolved significantly since its inception in 2019/20, marked by expansions in scope and refinements in data categorisation.

Data Collection

Data for this report was collected via organisational submissions to the Inclusion Measurement Framework (IMF) survey and a separate, complementary Leadership Survey, which leaders completed independently. The IMF captured quantitative EDI metrics (covering demographic data relating to six protected characteristics) across the employment lifecycle, while the Leadership Survey provided both quantitative and qualitative insights into strategic priorities and challenges.

Data for the IMF is always collected on a best endeavours basis, with organisations encouraged to submit as much data as they hold, in the knowledge that not all organisations collect all data points considered in the IMF. Over time the demographic lens of the IMF has shifted from a narrow focus to a broader perspective. In its initial iteration, the framework collected data restricted to the core protected characteristics of age, gender, and ethnicity. Recognising the need for a more comprehensive understanding of identity in the workplace, the 2021 expansion introduced three additional key reporting metrics: religion, sexual orientation, and disability. For reporting, this data is rounded and may in some cases by a decimal point above or below 100%.

For the Leadership Survey, leaders were registered in advance and sent a personalised link to complete the online survey, with results collated and included in an online, anonymised dashboard.

Reporting Time Frame

This report primarily analyses data submitted for the 2025 reporting cycle, although many companies submit data as a snapshot from their internal systems reflecting a point in time close to the submission date (September/October). Alongside external measures, findings are benchmarked against historical data from previous years (2020-2024) where available, allowing for the tracking of trends, measuring progress against the sector's Inclusion Commitment, and identifying areas requiring accelerated action. This longitudinal analysis is essential for distinguishing between short-term fluctuations and sustained, strategic progress.

Audience and Use

Intended Audience and Application

This report is intended to be used as a strategic tool for key stakeholders driving change within the sector. Its primary audience includes sector leaders and C-suite executives responsible for setting strategic direction and allocating resources. The report will also serve as a useful resource for HR, Talent, and EDI teams tasked with designing and implementing inclusion initiatives. Where the report highlights issues that are longer term and reflective of structural issues, the report should be used by industry policymakers and regulators to inform the sector's governance, workforce development and collaboration approach.

This report is intended to be used to:

- inform and prioritise organisational and sector-wide EDI strategy,
- benchmark internal progress against sector data to validate efforts or signal the need for course correction, and,
- identify emerging best practices and interventions across the employment lifecycle and demographic groupings.

Ultimately, this report serves as a tool for targeted action, enabling stakeholders to move from insight to implementation in order to build a more representative and resilient workforce.

Limitations

To ensure the findings of this report are interpreted appropriately, it is important to acknowledge the limitations of the IMF.

Data Sources

The findings are based on data voluntarily reported by participating organisations rather than information collected directly from individual staff members, the report is therefore a sample of the sector, not a complete census. This reliance on institutional reporting means that the data is subject to internal administrative errors or variations in how companies interpret specific metrics, which may result in a less granular or authentic representation of the lived employee experience.

The data reported by an organisation will reflect the data that has been reported to them and will always represent a view of a specific point in time, or historic date range. This means that reported data may not reflect recent changes in organisational data.

Furthermore, data completeness remains a significant challenge, particularly concerning sensitive protected characteristics. High proportions of “undeclared” or “prefer not to say” responses in certain areas limit the statistical significance of the findings, potentially masking the true scale of under-representation or progress within specific demographics.

Comparability and Consistency

Establishing a direct “like-for-like” comparison across reporting years is complicated by several factors:

- **Staff Attrition:** Natural workforce turnover makes it difficult to determine if improvements in leadership diversity are a direct result of specific management development programmes or simply the product of external hiring and exits.
- **Participant Flux:** The cohort of participating companies changes annually. Because the framework does not always track the same set of organisations over time, year-on-year shifts may reflect changes in the participant pool rather than actual progress within the sector itself.
- **Organisational Evolution:** We are mindful of significant company changes, including restructure scaling, and shifts in strategic focus. Such transitions can skew reported data, making it difficult to definitively attribute trends to stable organisational cultures.

Geographic Coverage

There is an inherent tension between the regional and national datasets used for benchmarking, which is particularly evident when the aggregated sector data is heavily weighted by organisations with concentrated regional footprints. Comparing these aggregated findings against broad UK population data creates a distinct “mismatch,” as the national averages are pulled toward the labour market characteristics of a single or a few dominant regions. This concentration can lead to an inaccurate representation of the sector’s overall performance, as the sector-level stats may reflect regional demographic variances rather than a true national trend.

Intersectional Insight

The current methodology relies on high-level workforce reporting, which precludes the ability to perform a true intersectional analysis. As highlighted in previous reports, the inability to overlay characteristics (such as the specific experience of Black women or disabled LGBTQ+ staff) remains a limitation. This prevents the framework from identifying unique barriers faced by individuals at the intersection of multiple marginalised identities.

As such, the report provides an indicative snapshot of sector performance and challenges, but it should be used as one critical input among others for strategic planning. These limitations underscore the importance of collective action to enhance future data robustness and participation, as outlined in the report’s goals.

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Energy & Utility Skills Limited
Avon House, 435 Stratford Road, Shirley, Solihull, B90 4AA
T 0121 713 8255 **E** enquiries@euskills.co.uk